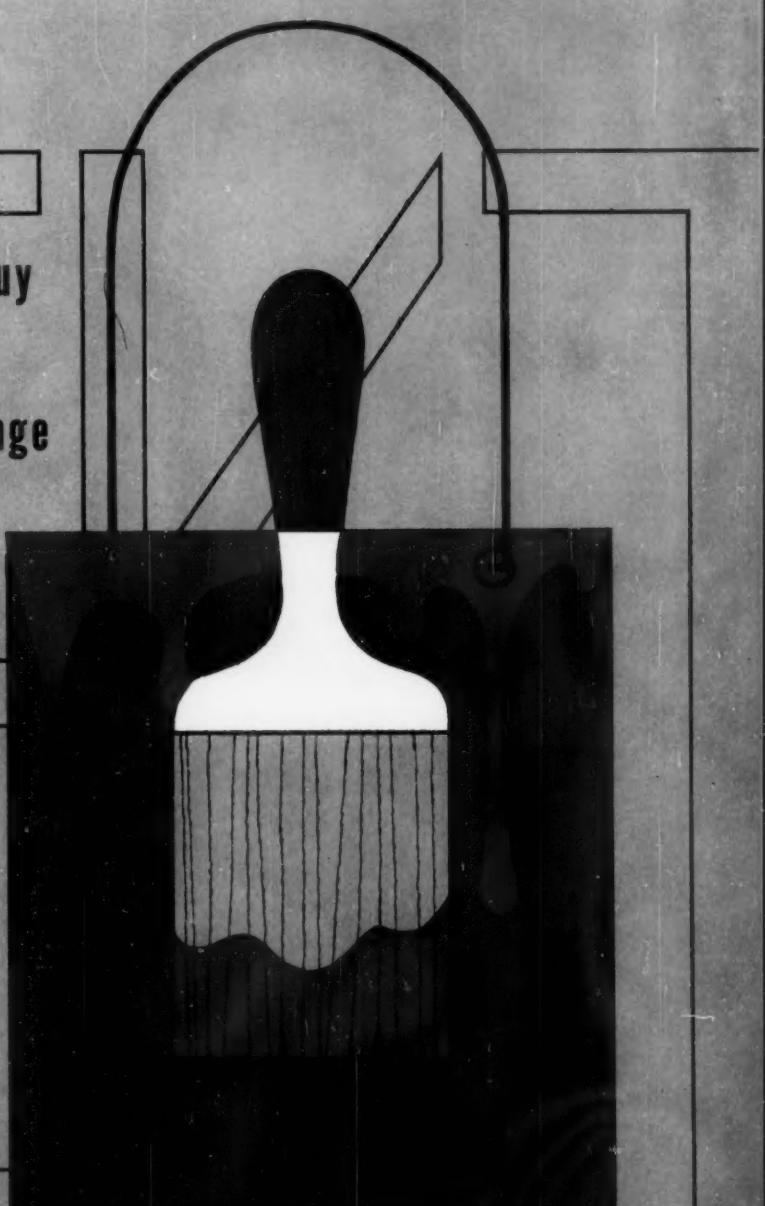


JUNE 5, 1959

50¢

# Sales Management

THE MAGAZINE OF MARKETING



When You Buy  
a Company,  
Do You Change  
Its Name?

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Stan-Pak Maps Strategy  
To Reach \$500,000,000 Sales

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The A B C's of Stock Purchase Plans

Page 44



## A SUNDAY PUNCH FOR YOUR SELLING

Thorough knowledge of product packs power into selling like nothing else in the world! Whirlpool Corporation proved that with a Jam Handy award-winning motion picture called the "Wonderful World of Wash 'N' Wear."

Without any traveling, Whirlpool representatives, distributors and salesmen warmed up on their "P's" and "Q's" about the new Imperial Mark XII washers and driers. The result was more sales!

With a presentation of basic information about product features,

"Wonderful World of Wash 'N' Wear" also presented the story of synthetic fibers and the evolution of modern washing methods. This film has enjoyed repeated request showings to leading women's clubs. This has led to still more sales!

All of which suggests this thought: Your product story and its background may be more engaging than even you think!

We'd welcome any opportunity to prove it for you, and to point out our famous values for your money. For details, please contact...

*The JAM HANDY Organization*

NOTHING SELLS PRODUCTS AND IDEAS LIKE IDEAS

MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE

CALL NEW YORK, JUDSON 2-4000

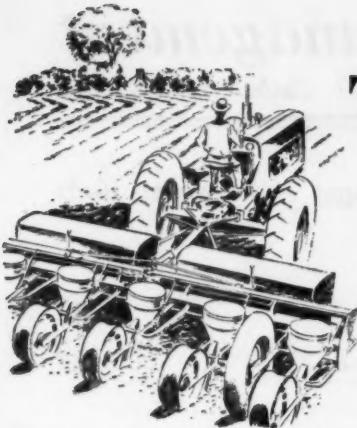
HOLLYWOOD, HOLLYWOOD 3-2321

DETROIT, TRINITY 5-2450

DAYTON, ENTERPRISE 6289

PITTSBURGH, ZENITH 0143

CHICAGO, STATE 2-6757



With land prices as high as \$600 an acre, the good farmer protects his soil, and his investment. Corn and grains take a heavy toll of soil nutrients. The same field planted in corn yields less every year unless soil nutrients are replaced.

The smart farmer puts hay and pasture crops on his sloping land; and plants corn every year on his level land — with tons and tons of fertilizer.

In 1957, US farmers used more than 22 million tons of commercial fertilizers, at a cost of \$1,265 million. From 1940 to 1957, production per man hour of feed grains has increased 212%. The Department of Agriculture credits 20% of the increase per acre in all farm production to fertilizers.

Aside from the conservation aspect, a dollar spent for commercial fertilizers will return a minimum of two dollars in crops — often three or four.

SUCCESSFUL FARMING farms accounted for 58% of the corn, 46% of the wheat, planted in the US in 1957. Collectively they are the best customers of the fertilizer industry. Their average farm is over 300 acres. They own more tractors, combines, and cornpickers than any similar size group of farmers. Their production has risen steadily since World War II. And in the recession year of 1958, their estimated



## Two dollars for one

average cash income, from farming alone, was \$12,120 — an all time high!

These SF families spend like other prosperous Americans. Their new houses would fit into any smart suburb. Since 1947, they have been remodeling and repairing, re-equipping their homes, installing new bathrooms and modern kitchens, and every labor saving appliance. They hunt, fish, travel, send their children to private schools and to college; build up backlog of insurance and securities; buy outboard motors, hi-fi sets, tablewares,



sports clothes, second cars, and ponies for the kids. If you want buying power — there's a \$12 billion plus market in SUCCESSFUL FARMING's compact 1,300,000 circulation.

And if you want influence — nothing matches SF in its field. It isn't read for entertainment, escape, or to kill time. It is studied, filed, referred to again and again. Because its contents are valuable to farm business and farm living — show ways to save work, more results, better incomes, better homemaking. It has been serving the country's best farm families for fifty-seven years, earned a degree of respect that gets improved reception, and response, for advertising!

Any SF office can tell you more!

*Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.*



### 630,000 cans of frozen soup

...oyster, clam chowder, shrimp, pea,  
other varieties were bought

in 30 days in mid-winter, 1958-59

by Successful Farming families —  
an average of 474 cans per M families!

The nation's best farmers live well,  
buy higher priced brands, luxuries!

Average estimated farm cash income  
around \$10,000 for the past decade

... and an all-time high of  
\$12,120 in 1958 makes the SF

family a prime prospect for  
all quality merchandise.

For more sales, better balance in  
national advertising effort, and  
influence, you need SF! Call any office.

**Successful Farming . . . Des Moines, New York, Chicago, Atlanta, St. Louis,  
Cleveland, Detroit, Philadelphia, San Francisco, Los Angeles, Minneapolis.**

**sell a  
QUARTER  
of a  
MILLION**

- professional businessmen
- discriminating buyers
- community leaders
- sports enthusiasts
- frequent travelers
- independent investors
- home-owners



**sell a quarter  
of a million  
DOCTORS  
every other  
week in the**

# AMA NEWS

*The Doctor's own Newspaper*

Published by the

**American Medical Association**

535 North Dearborn St., Chicago 10, Illinois

# Sales Management

THE MAGAZINE OF MARKETING

June 5, 1959

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Executive Offices: 630 Third Ave., New York 17, N. Y., YUken 6-4800

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### STOCK PURCHASE PLANS HELP "AFTER TAX" INCOME

Here are suggestions for extra retirement funds, financial planning for children's education, accomplished through the most painless methods of stock purchasing by payroll savings.

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### A FIVE-YEAR PLAN FOR \$500 MILLION SALES

Stan-Pak recipe takes one-part growing "disposables" market, adds concentrations of research, expansion and incentive-primed salesmen, and tops off with a quadrupled ad budget.

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### WHAT IS IN A NAME?

Does consumer identity, or lack of it, with a newly acquired division, affect your timing in name changes? Rockwell Manufacturing Corp. explains a schedule used for profitable name-transition in the corporation's expansion to a \$107,055,000 business.

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### STORY OF A FAILURE

Bristol-Myers had great hopes for its new product. It was something the public needed. It was new. It had valuable built-in advertising claims. It was a natural—until it flopped.

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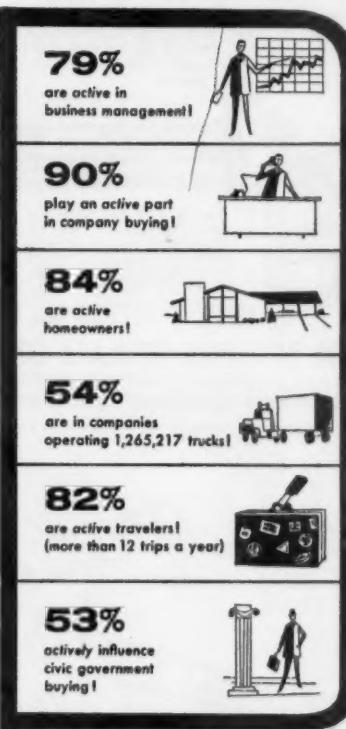
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## Only the ROTARIAN

brings your sales message to  
this concentrated

### "action audience"

Every copy reaches an active  
businessman who can make a  
decision to buy your product!



and... this "man-of-action" has an average income of \$14,429 to make him an active customer for insurance, travel, sporting goods and clothes.

THE ROTARIAN reaches 354,620 "men-of-action" at the low, low cost of only \$3.72 per thousand!

SEND FOR YOUR FREE COPY OF Market Facts, Inc., complete study of the ROTARIAN reader—the man who can buy your product—today!



**The Rotarian**  
AN INTERNATIONAL PUBLICATION  
1600 Ridge Ave., Evanston, Ill.  
IN LATIN AMERICA... Revista Rotaria  
is a key publication reaching 41,000  
readers. Send for the Market Facts,  
Inc., study of this important export market.

**for PRESENTATIONS**

# **OPTIVOX**

**LIGHTWEIGHT  
PORTABLE EASEL**

Here's the adaptable easel—29" x 39½" steel board, finished in "rite-on" green—may be used as chalk board, chart board or magnet board; converts from 70" floor use to table model. Completely portable—weights 17 lbs. Only \$44.95.

Carrying case and lamp fixture extra.

**PIXMOBILE  
PROJECTION TABLE**

There's space for all your materials on this easy-to-roll table with sponge rubber pad on top shelf. Has 4" swivel wheels (two with brakes) that hold on incline. Several models and heights. 42" table only \$32.95.

Write for Literature and Dealer's Name.  
Same Dealer Territories Still Open. Write...

**THE ADVANCE FURNACE CO.**  
2310 EAST DOUGLAS WICHITA, KANSAS



Every sales executive should have a copy of this 16-page directory. You can depend on it to provide helpful suggestions when you plan sales meetings or training programs.

**WRITE  
FOR IT  
TODAY!**

**HEADQUARTERS  
FOR SALES  
TRAINING FILMS**  
4664 Ravenswood  
Chicago 40, Ill.



# Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUKon 6-4800

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## ADVERTISING SALES—Offices and personnel listed in Advertisers' Index



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National  
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Publications



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Association

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Copyright, Sales Management, Inc., 1959

# These case histories prove:



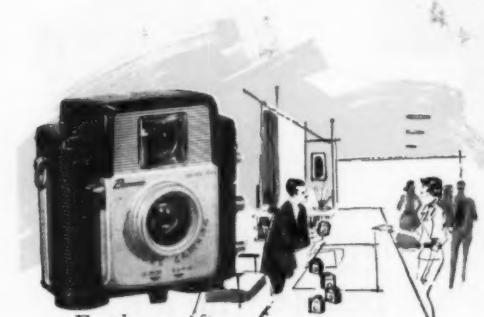
## *Dealer incentive . . .*

A major automotive oil filter manufacturer broke all sales records . . . moved millions of filters with a Brownie Starflash Camera premium for dealers.



## *Consumer premium . . .*

It pays to use a premium with a proved record of success—a leading midwestern savings and loan association gained close to 20,000 new accounts and deposits with a Brownie Bullet Camera premium.



## *Employee gift . . .*

Brownie Starlet Camera acclaimed as *most successful employee gift ever* by one of the largest insurance companies in the land. Fun for employees and their families alike!

# Kodak premiums will work for you

Name your premium needs—consumer premiums . . . dealer or sales force incentives . . . employee gifts or awards! You'll find them all in Kodak's full line of "most wanted" premiums!

*Proved performance.* The success stories illustrated show how Kodak premiums are building success upon success! These premiums are backed by the biggest advertising campaign in the industry!

Kodak premiums from \$4.25 to \$850 are *priced* for every budget . . . designed to give you *greatest appeal* for your premium dollar.

*Just announced!* The most complete line of automatic, electric eye photo equipment ever—so automatic, they practically take pictures by themselves! These exciting new values are now available from Kodak for premium use. Mail coupon today for details. Prices are list and subject to change without notice

"Kodak" and "Brownie" are trademarks

*If it's made by Kodak, you know it's good*

**EASTMAN KODAK COMPANY  
Rochester 4, N.Y.**

### MAIL COUPON TODAY

EASTMAN KODAK COMPANY  
Premium Sales Office, Rochester 4, N.Y.

222-6

Gentlemen: Please send me more details on promotion opportunities with Kodak premiums. I am interested in consumer premiums ; dealer and sales force incentives ; employee and business gifts and awards ; other

Name \_\_\_\_\_

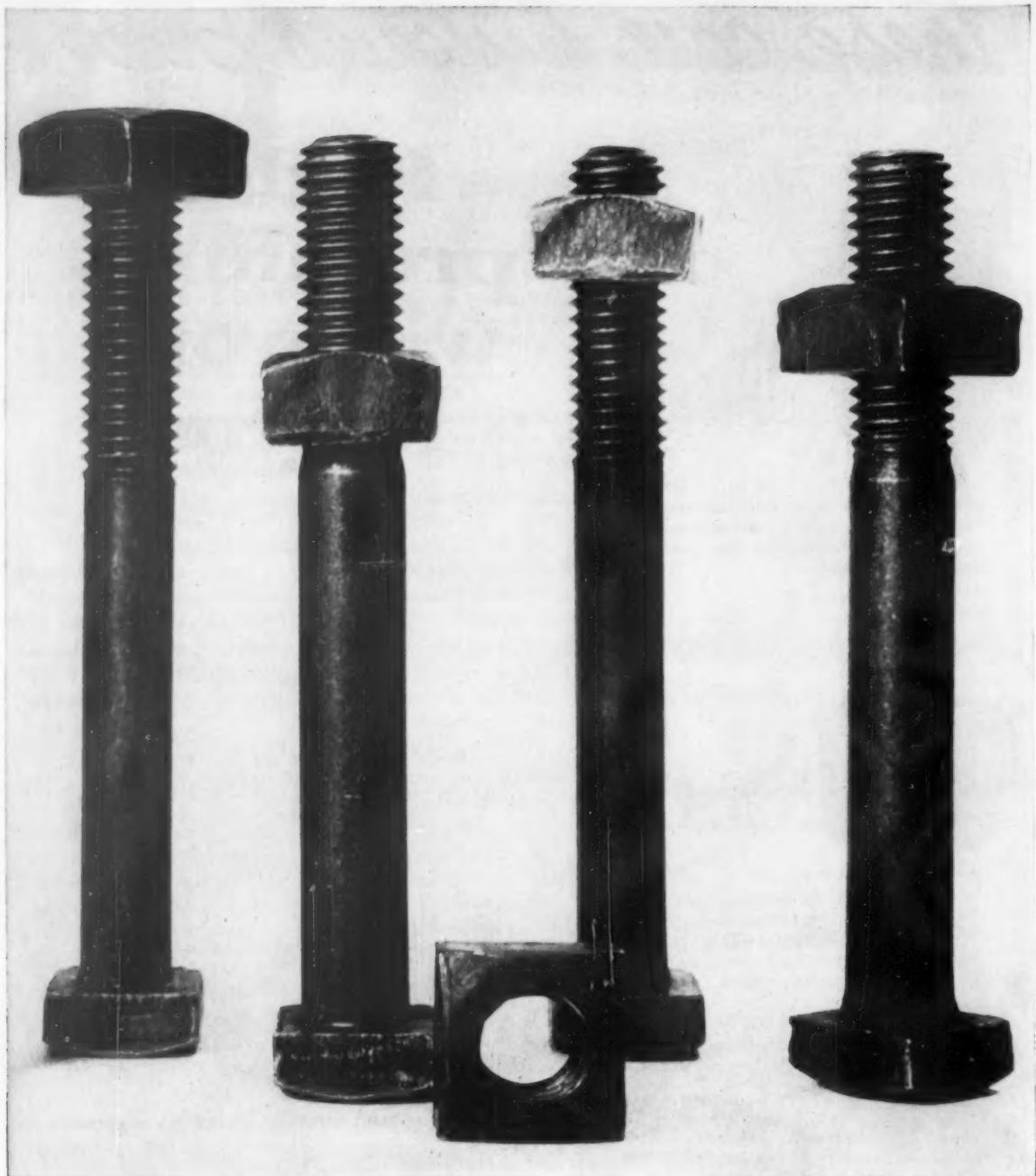
Position \_\_\_\_\_

Company \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

**Kodak**  
TRADEMARK



Nuts and bolts of an ad... the product facts... are often pretty unglamorous. But to the people who are interested in what you are selling... these facts, skillfully used, can be the most interesting words in your advertisement. **Young & Rubicam, Inc., Advertising.**

## Good Politics to Be Anti-Business?

"Many politicians now feel it's 'good politics' to be anti-business," declared Richard C. Holmquist, consultant in government relations to General Electric Co., in a recent speech.

Holmquist cites the following proposals to support his contention that marketing practices are running into rough weather on the political front:

1. **Dealer franchise agreement regulation:** "Here we are beginning to see . . . a philosophy which tends to eliminate the need for the mutuality obligations in a contract and to substitute the will of a third force—the government—which is not a party to the contract."
2. **Price legislation,** which would "make it virtually impossible for a seller to meet a competitor's price in good faith in one market without lowering his price to the same level for all other customers."
3. **Administered price hearings** whose "first objective is to bring about more vigorous enforcement on anti-trust laws and whose second objective is to establish more government control over pricing practices in major industries."
4. **Mandatory functional discounts,** which would require merchandise be sold to wholesalers at a different price in all instances than retailers, regardless of quantities purchased or other cost factors involved in making the sale.
5. **Labelling laws,** similar to those now required for the auto industry, which are spreading at both the national and state level.
6. **Small business laws:** "Once the government gets in the business of allocating business to the 'bigs' and the 'smalls' we would find ourselves saddled with a lot more bookkeeping work to provide the government the statistics required to show we are within regulations."
7. **Pre-merger notification bills,** which would require informing the government in advance of plans to merge two or more firms: "The proposed law covers the acquisition of marketing facilities as well as production."
8. **Price and discount notification measures,** which would require sellers to make their prices and discounts known to all customers before completing any sale.

**YOUR  
MARKETS  
ARE  
CHANGING  
NOW!**



**NEW** products and  
processes are creating . . .  
**NEW** sales  
opportunities every day!

Details? Send for complete  
Media Data File and  
"Your Markets Are Changing"

*P.S.* IEN will find all new,  
and cover all old,  
markets for less  
than \$200 per month.

Industrial Equipment News  
THOMAS PUBLISHING COMPANY  
461 Eighth Avenue, New York 1, N.Y.  
Affiliated with Thomas Register

PRODUCT INFORMATION HEADQUARTERS

**AUTO OWNERSHIP UP! . . .**  
20% of Minnesota's families now have two, three or more cars . . . UP 29% from a year ago, 43% over the U.S. average.

**CONSTRUCTION GOING UP! . . .** \$20 million in 1959 downtown Minneapolis business construction . . . \$31 million expansion of Minneapolis-St. Paul airport . . . \$35 million Mississippi river harbor project at Minneapolis . . . \$182 million in new Minnesota highways.



**ECONOMIC BAROMETER UP! . . .**  
February "Help Wanted" listings in Minneapolis Star and Tribune UP 40% over a year ago . . . January greatest month for classified advertising volume in Minneapolis Star history, topping all U.S. evening newspapers.

**INDUSTRIAL DEVELOPMENT UP! . . .**  
Upper Midwest utilities on the first leg of a four-year, \$500 million expansion. One company alone increased its 1959 research budget to \$4 million. Minnesota development corporations forming at rate of one a week!

**CIRCULATION UP! . . .** New all-time circulation highs for the Minneapolis Star and Tribune: more than 500,000 combined daily, 635,000 Sunday, in the 223-county, 3½-state Upper Midwest market!

**EVERYTHING'S UP IN THE UPPER MIDWEST!**



**Minneapolis  
Star and Tribune**  
EVENING MORNING AND SUNDAY

**635,000 SUNDAY • 500,000 DAILY**

JOHN COWLES, President

**SALES MANAGEMENT**

**9. Credit controls, covering purchase of automobiles and all "complex mechanical equipment."**

Holmquist certainly has done industry a favor by listing the marketing areas in which government is increasingly concerning itself. Holmquist warns that election of just a few more anti-big-business congressmen and senators could lead to a "rash of bills" with harmful effects on sales and profits. He cites possible new limitations on government contracts, restrictions on company size, right-to-buy laws, stricter anti-trust laws and laws regulating advertising.

We can agree with Holmquist—up to a point. Politicians, even the so-called "rabble-rousers," are a pretty conservative lot. They take strongly anti positions usually only when public opinion has become so strong that they feel perfectly safe in being pushed along by it. We must not forget that any legislation that is introduced, and has a serious chance of passage by Congress, reflects some pretty strong sentiments arising from the great mass of voters. Business would be foolish to ignore a ground swell of resentment towards one or all of the nine marketing practices cited by Holmquist. Business should do some serious soul-searching on each one of the points. Business has nothing to worry about if its practices are in the public interest, and it makes benefits self-evident to consumers.

## **Will Your Dollars Back These Network Programs?**

We do not know of any sponsors who have been particularly eager to invest their company's advertising monies in informational programs to be aired over the networks on prime evening time. Most of you seek maximum television audiences in the best viewing hours of the evening, so you go for programs that don't tax the brain power.

So we applaud the decision of the Columbia Broadcasting System Television Network, as announced by Frank Stanton, president of CBS, to schedule regular hour-long informational broadcasts for prime evening time. Supposedly, informational programs are of interest to a relatively small group. Heretofore, most of these programs on all networks have been presented on Sunday afternoons.

Up to now, newspapers and magazines have had the information function pretty much to themselves. Television has concentrated on show-business entertainment. Many consumer magazines were once built around this entertainment feature—fiction—but today most of the major magazines are heavily weighted in favor of the factual article, which consumers of the mass media now demand. There is still some fiction, but it is a much smaller percentage than it was 15 years ago. We don't think television will offer magazines and newspapers much head-on competition in the area of factual information, but this latest move should sharpen the competition, for the benefit of all of us.

We wonder who will be the first sponsor to step forward and place his chips on a prime-viewing-time program of an informational nature.

# **WHAT'S AN ITM\***

**Experts agree an  
\*Ideal Test Market  
should be:**

- 1. A MARKET** geographically isolated and devoid of influence from outside media and overlapping distribution.
- 2. A MARKET** reflecting a cross-section of the nation's consumer buying preferences.
- 3. A MARKET** effectively and economically served from one central sales and distribution point.
- 4. A MARKET** with proved and growing buying power; where progressive merchants and receptive customers welcome new products.
- 5. A MARKET** where one medium dominates with maximum coverage.

**Experts also  
agree that  
PHOENIX**

most nearly represents the Ideal Test Market with its half-million people and billion dollar buying power. The Phoenix Gazette and The Arizona Republic provide 97.2% coverage of this market.

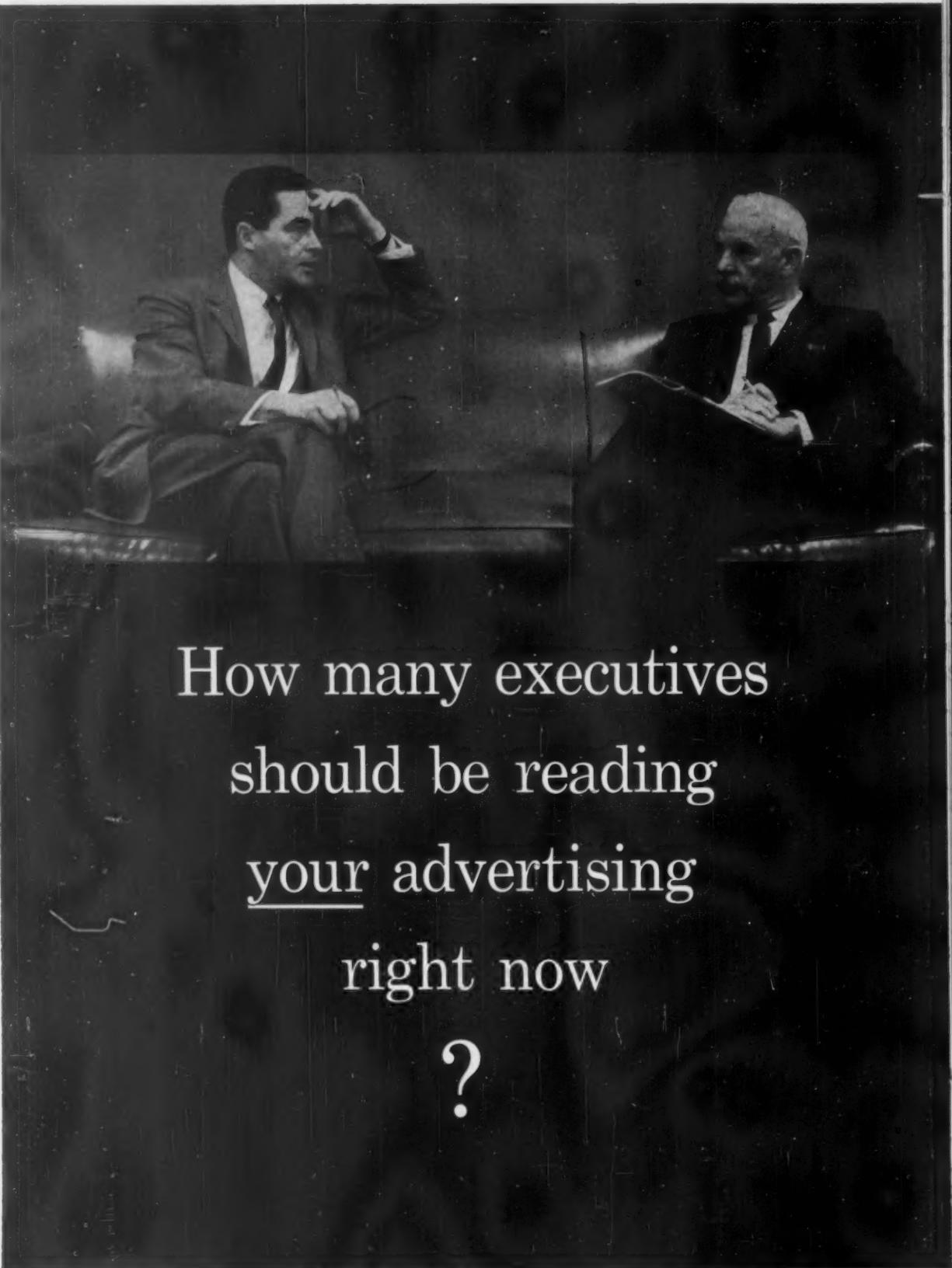
We invite your inquiry about the penetrating coverage . . . plus the complete merchandising services we provide in this market. A word from you means a world of selling help from us.

**THE ARIZONA  
REPUBLIC  
THE PHOENIX  
*Gazette***

*Morning-Evening Combination*

For complete information including details about merchandising assistance, write, wire or phone CHAS. E. TREAT, National Advertising Manager, Box 1950, Phoenix, Arizona, Alpine 8-8811.

Represented nationally  
by KELLY-SMITH CO.



How many executives  
should be reading  
your advertising  
right now  
?

**T**HREE'S no precise answer to this question, of course. All companies have different markets, and different objectives. But there's a good over-all clue in a recently completed study of new car buyers.\*

This study showed that of the 4.3 million buyers of new cars last year, 1,160,000 of them were managerial or professional people with incomes of \$10,000 or more.

Now, to be sure, not every executive buys a new car every year, not even the most successful ones. The new-car study, therefore, points to the minimum size of the managerial market in the U. S. today. But the figure of 1,160,000 is not far off. Another important marketing study, "How Business Buys," for example, pegs the number of key managerial people as being in the neighborhood of 1,225,000. Whatever the exact figure, this much is certain: the managerial market is far bigger than any 200,000, or 300,000, or 400,000.

"U.S. News & World Report" delivers highest concentration of managerial people at lowest cost

The three news magazines have always attracted high-income managerial and professional men and their families. It would be difficult to imagine the home of a successful businessman without one of the news magazines.

Of the three news magazines, "U.S. News & WORLD REPORT" has the highest concentration of managerial and professional subscribers—88%. Family incomes average \$15,009—highest of all magazines with more than 1,000,000 circulation.

It naturally follows that "U.S. News & WORLD REPORT" enables advertisers to cover these high-income managerial people at lowest cost. That is one

more reason why "U.S. News & WORLD REPORT" carries more pages of advertising directed to business and industry than any other news magazine.

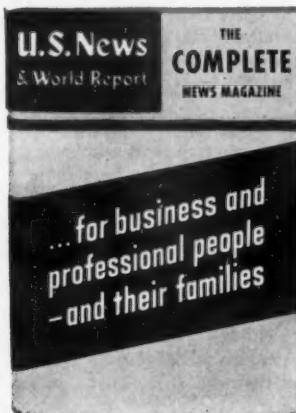
Example of how "U.S. News & World Report" does the best job of covering management executives

Almost half—540,000 to be exact—of the managerial or professional buyers of new cars last year were in the top management group—presidents, vice presidents, treasurers, etc. Surely, these are the key decision-makers who have "arrived," and whose ideas and okays are so important to any business contract. Here are the results of the study on the magazines read by these top management buyers of new cars:

News magazines read regularly by 540,000 top management executives who bought a new car	Rank in coverage of top management executives	Coverage cost per top management executive (4-color page)
"USN&WR"	1st (183,600)	4.1 cents
News Magazine "B"	2nd (167,400)	10.4 cents
News Magazine "C"	3rd (135,000)	6.9 cents

These figures are one more research confirmation of this simple fact: advertisers wanting to cover America's high-income people of importance most effectively and economically do so today through the advertising pages of "U.S. News & WORLD REPORT."

\*From "A Market Study of the People Buying New Automobiles Today," conducted jointly by the Market Research Division, Advertising Department, "U.S. News & WORLD REPORT," and Benson & Benson, Inc., Princeton, N. J.



## U.S. NEWS & WORLD REPORT

### America's Class News Magazine

Ask your advertising agency, or write, for your copy of "Portrait of Today's Successful Businessman." It tells how he can be identified, how he can be covered. Advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco, Washington and London.

Now more than 1,100,000 net paid circulation

## CORPORATE CLOSE-UP



### Juicy Sirloin Slowly Turning Brown...

. . . is a taste-treat listed in Sales Management's Sept. 10, 1958, Business Gift Issue. From its pages you may order the tenderest steaks by mail. Would your family like that? Would you?

But that's not all. The 240-page issue is crammed with other good ideas for gifts—both personal and business.

Use it as a year-round shopping guide.

Consult its handy product index ("Appliances, Electric" through "Weather Instruments") whenever you need answers to your gift problems.

**Business Gift Issue**  
**Sept. 10, 1958**

**SALES MANAGEMENT**  
630 Third Avenue  
New York 17, N. Y.

### A Tip of the Hat to Confidence

How much self-confidence have you? Or your company? Enough to guarantee new dealers a 20% sales increase—or you'll pay out of your own pocket?

Adam Hat Manufacturers, Inc., is making such a guarantee to new dealers who drop competitive-price lines. The guarantee, signed by I. B. Parill, president, and fully notarized, tells the dealer: "In the event of your failure to achieve this sales increase (20%), Adam Hat . . . will credit your account with an amount equal to double the net retail profit on the differences between your felt hat volume—in the \$5.95 to \$8.95 price class in the September 1, 1958-April 30, 1959, period, and the September 1, 1959-April 30, 1960, period."

And although the average men's wear dealer profit margin is approximately 3.5%, Adam Hat is placing the profit margin at 5%.

There will be no special advertising push to insure the program's success. Martin H. Miller, vice president, says "We don't feel at all that this is a risk." His reasoning: "The Adam name, advertising, service, line, style and quality insure a 20% increase to a new dealer." And he says the offer is based on past experience; that dealers who have previously switched to Adam have enjoyed such increases.

Currently Adam has approximately 8,000 dealers. Martin expects to gain "a minimum of 1,000 new dealers" with this program.

Adam Hat is a subsidiary of privately-owned Miller Bros. Hat Co. Miller purchased the Adam name from Adam Hat stores in 1954. And Marty Miller says sales have increased 41% since then. ('58 sales were 15% above 1957.)

Miller Bros. was founded in 1906 by three Millers. Two of them are still active: Isaac A. Miller, president, and David Miller, treasurer. The company began making private brand label hats, concentrating on the bigger chain stores and larger independents. This business, says Miller, still accounts for a little over 50% of volume. Adam is the company's biggest national label. Second largest: Bianchi, in a higher price line.

There are a few requirements in the Adam guaranteed profit deal. But none are unreasonable. Dealers must order sufficient hats in a reasonable variety of styles to achieve the increase. And the Adam line must be featured as prominently as the previous line, with a window display of at least four Adam hats. Price and trade name must be visible at all times.

Adam isn't forgetting its current dealers either. For them the company has introduced a quantity discount plan. It's "designed to provide proportionately increased profits to dealers who increase their display of Adam hats and thereby increase their sales."

If shipments to the dealer in the coming selling season exceed those of last year, the dealer will be credited with an additional discount on all hat shipments. If the increase is 20%, the discount is 1% of billings; for 30% he gets 2%; 40% or over, 3% of billings. In order to qualify dealers must purchase a minimum of \$1,000 (net shipments) excluding wool-felt hats and off-price close-outs.

# How to change advertising agencies



Suppose there are compelling reasons why you believe you should change agencies. And suppose you have gone at the job carefully and logically, measuring all of the possible candidates against the yardstick of your well-thought-out needs. By this process you have eliminated those which obviously won't do.

And now you must choose, from the several acceptable candidates remaining, the one most apt to be right for you. How do you make that one last *final* choice on which so much depends?

The temptation is to say, "They're all good agencies; other things being equal, the only important consideration now is the men who will work on my account."

But other things are never equal. The biggest single difference between agencies is in the quality of agency *management*. It is the men who run your agency who determine its standards of service, and this determines the real value of the job the agency does for you. They determine not only the type of men who will work on your account, but the degree to which these men will be backed up by supporting services inside the agency. They provide continuity and depth in agency service far beyond the power of any individual account man. They have the largest stake in building their business through helping you build yours.

So take time to know the men who run the candidate agencies. Talk to them as if they were candidates for a major job with your company—it's at least that important.

Do you agree with their approach to advertising problems? With their business ethics? Have they demonstrated their ability both as advertising men and as managers? What is their record of personnel (as well as client) turn-over? Do you think they will "wear well" with you? Are they *really interested* in your business?

Talk to them person-to-person, across the desk, without presentations or props. Talk to them long enough to get inside the shell of formal courtesy. With the management of one of the agencies you will have (to a greater degree than with the others) an instinctive sense of trust, of wanting to do business with them. That's when you've found *your* agency.

**Marsteller, Rickard,  
Gebhardt and Reed, Inc.**

ADVERTISING

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.

MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

Announcing...

# THE LOOK MAGAZONE PLAN

A bold new dimension in marketing...  
pioneered by LOOK...  
provides advertisers with seven  
geographic zones, available  
individually or in any combination.

Effective with the issue of September 15, 1959, LOOK introduces a major innovation in advertising. Combining, for the first time, the top flexibility of *regional* coverage with the authority and prestige of a great *national* magazine, the LOOK MAGAZONE PLAN paves the way for new sales strategies . . . new marketing and advertising creativity . . . new profit opportunities.

Under the MAGAZONE PLAN, you select the zone or zones you want your LOOK advertising to appear

in—and you pay only for circulation in the specified areas. There is no limitation on the number or location of the zones you choose.

**Just what does this mean to advertisers?** It means unprecedented showcase-magazine support for many vital projects. New-product introductions by zones...campaigns to beef up sales in weak areas . . . tie-ins with dealer promotions . . . use of special copy and art keyed to regional tastes . . . copy testing, one zone versus another. And for advertisers



ZONE 7 <b>PACIFIC</b>	ZONE 6 <b>SOUTHWEST</b>	ZONE 5 <b>WEST CENTRAL</b>	ZONE 4 <b>EAST CENTRAL</b>	ZONE 3 <b>SOUTHEAST</b>	ZONE 2 <b>MIDDLE ATLANTIC</b>	ZONE 1 <b>NEW ENGLAND</b>
California	Texas	Illinois	Ohio	North Carolina	New York	Maine
Oregon	Oklahoma	Wisconsin	Michigan	South Carolina	New Jersey	New Hampshire
Washington	Arkansas	Minnesota	Kentucky	Florida	Delaware	Rhode Island
Idaho	Louisiana	Iowa	West Virginia	Georgia	Maryland	Vermont
Utah	New Mexico	Missouri	Indiana (except Lake County)	Alabama	District of Columbia	Massachusetts
Nevada		North Dakota	Pennsylvania (18 Western counties)	Mississippi	Pennsylvania (49 Eastern counties)	Connecticut
Arizona		South Dakota		Tennessee	Virginia (Arlington, Fairfax Counties only)	
Hawaii		Nebraska		Virginia (except Arlington, Fairfax Counties)		
Alaska		Kansas				
		Montana				
		Wyoming				
		Colorado				
		Indiana (Lake County only)				

that, until now, have been barred from considering LOOK by budget restrictions or a local distribution pattern, the MAGAZONE PLAN unlocks the treasure house of national-magazine impact, prestige and merchandisability.

A significant achievement that once again illustrates LOOK's role as marketing innovator, the MAGAZONE PLAN is geared to the quickening pace of the American economy . . . to the ever-increasing need by American businesses for better and more

efficient ways to sell their goods. Uses for the new LOOK system of advertising are as broad and varied as a creative man's ideas. Your LOOK representative will be happy to show you how your ideas can become a profitable, exciting reality in LOOK, the exciting story of people.

# LOOK

For further information about the LOOK MAGAZONE PLAN, contact your LOOK representative. LOOK offices are situated in New York, Hartford, Philadelphia, Pittsburgh, Cleveland, Atlanta, Chicago, Detroit, Minneapolis, Los Angeles and San Francisco.

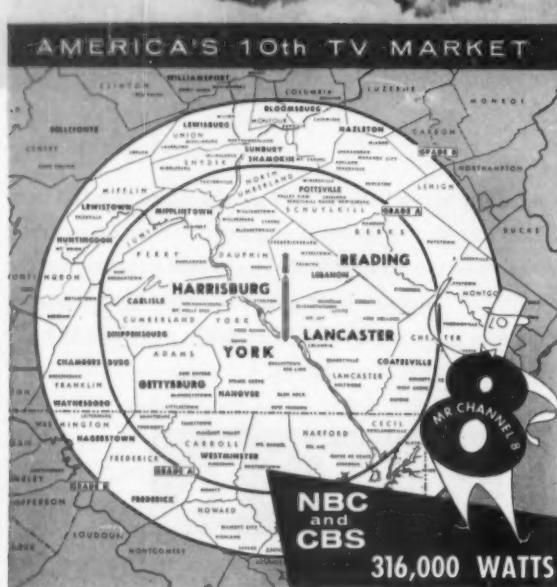
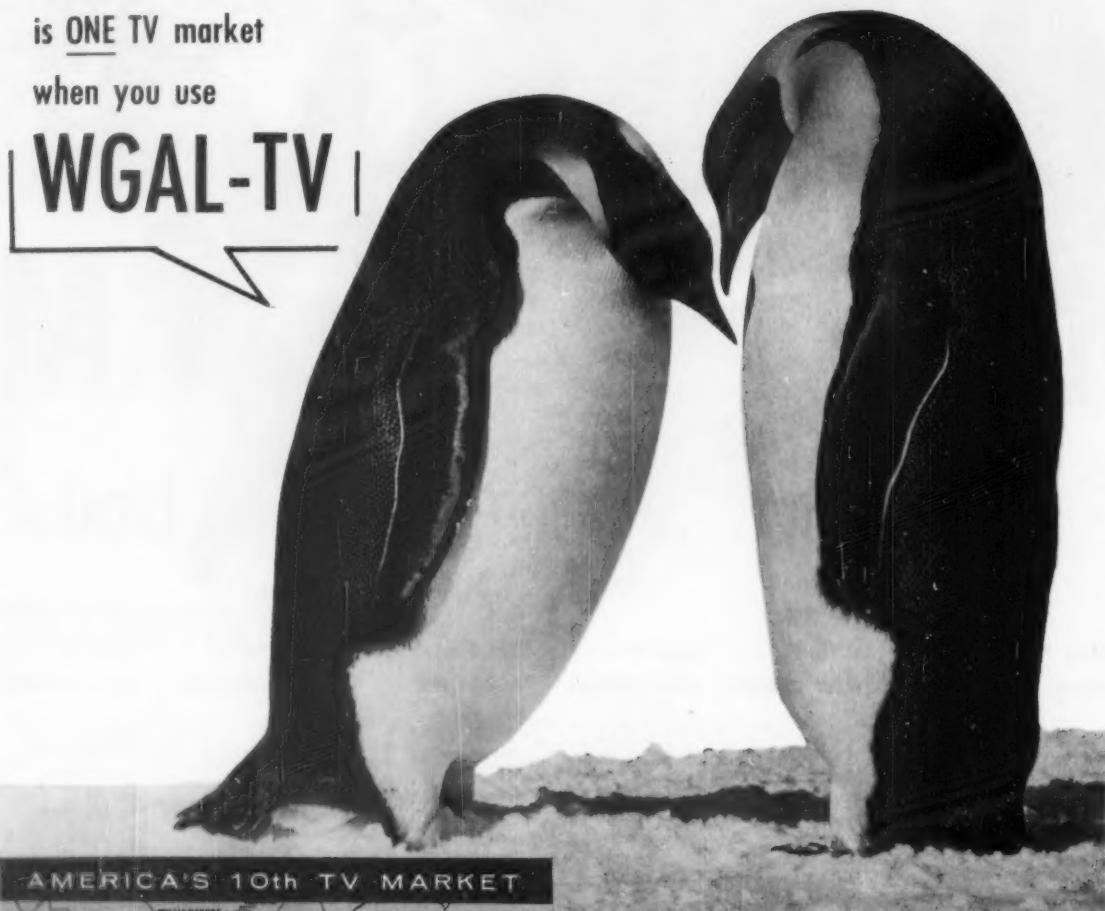
... And something else you should know—

## Lancaster, Harrisburg, York

is ONE TV market

when you use

# WGAL-TV



# WGAL-TV

CHANNEL 8  
LANCASTER, PA.  
NBC and CBS

STEINMAN STATION • Clair McCollough, Pres.

Representative: The MEEKER Company, Inc. • New York • Chicago • Los Angeles • San Francisco

# —SIGNIFICANT TRENDS—

Marketing News as Viewed by the Editors

## ***Is Incentive Travel Taxable Income?***

When salesmen or distributors are rewarded with a free trip or cruise to a business meeting of a company's top sales producers, must the recipient enter the value of a trip as taxable income? Seldom does the recipient consider it as income, but in a recent case reported by the Research Institute of America, Inc., a Buick agent who took an all-expense-paid Nassau cruise with other Buick dealers, was startled to find the Treasury claiming that the value of the trip, which it set at \$850, was income taxable to him. The Treasury also insisted that he took the trip purely for personal reasons and therefore wasn't entitled to an offsetting deduction of \$850 for business expenses.

The Treasury spotted this dealer's Nassau trip, even though he didn't report it as income on his tax return, because General Motors filed an information return reporting the value of the trip as income to the dealer. RIA writes, "Apparently GM was following the Treasury ruling that prizes and awards must be reported on information returns."

For salesmen or distributors, a business meeting with all expenses paid doesn't constitute taxable income, but when the trip is promoted as a reward for achieving certain sales results, the Treasury is beginning to be tough.

As we have pointed out several times in these pages, business meetings must be included on these trips in order to disprove the Treasury feeling that the trip is a "reward." In other words, certain salesmen and distributors can be "ordered" to attend business meetings in Nassau or Florida or Hawaii or any other spot on the globe, and if they happen to be top sales producers it can be, more or less, a coincidence! Otherwise, the tax research report of RIA argues, "If the Treasury wins on this issue, the taxability of the trips will greatly diminish their value as a sales incentive unless the employer also pays enough cash to

cover the recipient's income tax on the value of the trip." So play up the business aspects of the trip, keep records to prove that there were business sessions, and you're not likely to have trouble.

## ***More Emphasis on Training***

The 1957-58 recession disclosed weakness in the sales forces of American companies, and today a majority of 131 manufacturing firms, surveyed by the National Industrial Conference Board, consider the boosting of efficiency to be the most pressing sales problem. Words used by many respondents to describe the performance of some members of their sales force during the business downturn included weak, complacent, mediocre, marginal and lacking in initiative.

But not all the blame went to the salesmen. The recession also showed, according to NICB, a need for better planning, coordination and alertness on the part of sales management.

Many of the companies expressing dissatisfaction with their salesmen's performance indicate that this year they are concentrating on sales training activities in the form of conferences, clinics or courses. Many organizations are employing outside consultants to plan their courses. A New York advertising agency, the Charles W. Hoyt Co., Inc., for example, recently completed a six-month seminar on problems of marketing, planned and led by Dr. Ralph Alexander, professor of marketing at Columbia University. A group ranging from the agency's chairman of the board down to assistant department heads held two-hour evening meetings each month. The teacher led part of each meeting with a discussion, and for the final hour the "students" were divided into teams to handle specific case history problems devised or selected by the teacher.

The NICB survey mentioned above also indicated that companies finding themselves in highly competitive markets are resorting more and more to

the use of selective selling practices in an effort to boost profits. Many of these companies report that they are putting greater sales efforts on those products which will support higher prices, on merchandise which bears a better profit-margin, or on goods where the competitive factor is less significant. Others surveyed say that they are being selective about the customers or market they solicit and, in some cases, concentrating on the larger, high-potential accounts.

### **Sales Careers Becoming More Attractive**

We are so accustomed to reading depressing news from colleges about the attitude of college men concerning selling, as a career, that the 13th annual survey made by the Director of Placement of Northwestern University gives us real cause for encouragement.

Each year Northwestern surveys companies which actively seek college and university graduates. All but a very few of these companies make regular visits to selected campuses. The survey includes large and medium-sized corporations which recruit, train and promote college graduates. Employment of inexperienced college men during the past year and for next year, as reported by 184 of those surveyed (and eliminating the highly specialized field of engineering), indicates a growing popularity for selling. Last year these companies found 1,670 men for marketing work (1,450 for selling, 110 marketing, 110 advertising) as against 1,478 general business trainees and 1,042 for accounting.

For 1959 these same companies have signed up 2,113 men for marketing (1,892 in selling, 159 in marketing, 162 in advertising) compared with 1,715 general business trainees and 1,136 accountants.

The average starting salary for salesmen this year will be \$419 a month, a modest increase of \$7 over the 1958 figure.

One of the most fascinating aspects of the Northwestern report is an analysis of monthly salaries

of the classes of 1953 and 1948. Engineers then, as now, command a higher starting salary (10% more than salesmen) but salesmen more than catch up after five years, and in ten years they are well ahead of the engineers in monthly earnings:

	Class of 1953	Class of 1948
Engineering	\$651	\$806
Accounting	618	839
Sales	683	924
General Business	638	861

We hope that sales executives' clubs throughout the nation, and other interested sales executives, will find ways and means to bring these figures to the attention of college people. We have a strong hunch that the facts are not well understood, for if they were, selling would get a higher rating in campus surveys in which respondents are asked "Have you decided upon a career, and if so, what?"

### **The Best Business News**

It's hardly news that 1959 profits are zooming and that signs point to a record year. According to U.S. News & World Report, first-quarter reports of 637 leading firms show earnings 47% above last year's—and, even more significant, a strong indication that profits for the year will exceed those of any previous year.

The "why" of this upturn is of greatest significance to marketers. Apparently most businesses learned—the hard way—how to cut costs, and so current sales are more profitable. Investments in better machines and plants, with special emphasis on electronic developments, are paying off in greater efficiency.

Less publicized is the cash available to both businesses and consumers. Dun & Bradstreet reports show quicker payments, fewer failures, fewer past-due accounts. And during the recession, when installment buyers were turning deaf ears on the siren-songs of salesmen, they were paying off their old debts and so today are in a position to do more buying. As months go on look for a spurt in installment and other consumer credit.



## THERE'S A NEW MAGIC TO THE MAGAZINE PAGE

In the pleasant hum of current comment there are these refreshing and recurring phrases: "You've made me an enthusiastic magazine fan all over again." "It's like sunlight." "I can't put the darned thing down." "McCall's is just unbelievably fascinating—I read and read, and look and look, spellbound." "Your whole wonderful magazine is the talk of our group." "My husband says I've been hypnotized; he's never seen me so captured by any magazine before." "Suddenly you make it seem more marvelous just to be a woman."

Thus readers. (The March and April and May issues sold out at the newsstands.)

Hardly less gratifying are notes and comments from

advertisers, and their advertising agencies: "It is quite possible you have set a brand new standard for magazine publishing." "With March we thought you had done it, with April we felt you'd done as well by accident, but with May we must admit it seems neither accident nor luck." "We have called our staff together to go over these stunning issues, page by page." "You may very well have begun a job bigger than some of us now imagine, that will reestablish the incomparable magic of the magazine page and lift magazines to a level higher than ever before."

June issue now on sale. (Last minute item: Next month's issue, July, closed with advertising lineage up more than 21 per cent over July 1958!)

MC CALL'S . . . THE MAGAZINE OF TOGETHERNESS

During the past five years, the Proctor Electric Company has become a sales leader in the competitive small-appliance industry. To develop customer and dealer confidence in its trade name, Proctor has put 80 per cent of its ad budget into spot television announcements, adjacent to popular network programs and within top local shows.

Commercials by Weiss & Geller, Inc., Proctor's agency, demonstrate the product as only television can—the sight of steam pouring from the **Mary Proctor** iron...the pop-up action of the **Masterpiece** toaster. And in New York, Chicago, Los Angeles, Philadelphia and Washington, Proctor has seen dealer interest and retail sales double, triple, quadruple! For

Representing WCBS-TV New York, WBBM-TV Chicago, KMOX-TV St. Louis, WBTV Charlotte, KHOU-TV Houston, WJXT Jacksonville, WBTW Florence,



example, distribution in New York increased from 400 to 3000 outlets in the first year on WCBS-TV. In Los Angeles, from 300 to 1600 outlets during a 12-week KNXT campaign... with sales increases paralleling distribution gains.

Significantly, Proctor's use of spot television has developed a trade name recognized as quality from coast to coast. And ad manager William Y. E. Rambo says, "We feel spot television provides the best ingredients for Proctor's continued sales growth!"

Want to build dealer confidence, customer confidence and sales? Write for the example-filled booklet, "Selling A Trade Name," prepared by... CBS TELEVISION SPOT SALES.

WCAU-TV Philadelphia, WTOP-TV Washington, KNXT Los Angeles, KSL-TV Salt Lake City, KOIN-TV Portland, and the CBS Television Pacific Network.

"Smooooth!"

"...like the way  
spot television sold  
the **Mary Proctor**  
brand name!"





...keeping up  
with the  
Joneses

And the Browns and the Kellys too. Seems more New Yorkers all the time are keeping night-owl hours, judging by the record ratings *The Late Show's* been getting recently. Its average audience this season—722,000 well-to-do families nightly—is greater than in any comparable period during its eight-year history. *The Late Show* keeps 'em up . . . as it keeps on presenting more of the finest motion picture entertainment in all television, from Hollywood's top studios.

With whopping audiences every night, no wonder *The Late Show* is completely sold out across the board. But a long list of sales-wise advertisers will tell you it's worth waiting for. Meantime, let your WCBS-TV or CBS Television Spot Sales representative find another profitable perch for you on the top television station in the top television market. Source: Nielsen, Nov.'58 thru Mar.'59.

CHANNEL 2 • NEW YORK

WCBS-TV CBS OWNED • REPRESENTED BY CBS TELEVISION SPOT SALES



## Shortest distance between telling and selling!

Outdoor advertising tells your story to shoppers moments before they buy!

Outdoor shows your product in dominant full color just as it appears in the store. The shopper's mind, freshly marked with your product image, responds impulsively to the same image in the busy welter of mass store display. This works for all kinds of advertisers—because everyone gets the message when it runs Outdoor. It's hard to miss 300 square feet of hard-selling color advertising!

Women or men, teen-agers or tots—you talk to more of them for your money in Outdoor than in any other major

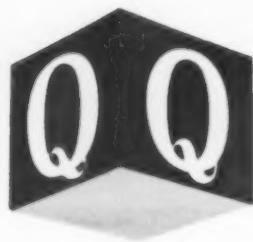
medium. And you can buy Outdoor showings on a surprisingly flexible basis—en route to supermarkets or shopping centers, for example—or to fit any sales pattern.

Ask an OAI man to show you how you can sharpen your marketing program with Outdoor posters, painted bulletins and spectaculairs. At his disposal—and at yours—are all the research, creative and merchandising services of Outdoor Advertising Incorporated—the National Sales Representative of the Outdoor Advertising Medium.

Offices: Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle



**OUTDOOR**  
ADVERTISING INCORPORATED



is for Question, and the question is this:

Which box will go home with the sharp little Miss—  
The drab one? the loose one? the split one? Oh, no—  
It's the good looking one that keeps coaxing: "Let's go!"



is for Gardner, whose cartons reveal  
The hand of the artist, the toughness of steel,  
The well-tailored fit on the products they hold,  
And that certain appeal that shouts: "Quick, let's get sold!"

*Persuasive Packaging*

**DIAMOND GARDNER CORPORATION**

THE GARDNER DIVISION • MIDDLETOWN, OHIO

Plants in MIDDLETOWN and LOCKLAND, OHIO;  
GARDNER-BROOKS Inc., SPRINGFIELD, MASS.



DRY CARTONS • CARRIERS • BOXBOARD  
PARAFFIN CARTONS • RETAIL CARTONS

**overdoneNESS**

T. Harry Thompson  
c/o Sales Management

. . . Saw an ad the other day and it made me stop to ponder: are we being battered to the ground by "NESSes"?

To be a good family person, one must have TOGETHERness. To be part of a community, one must strive for ONEness with one's neighbors. To have your child "normal," you must see that he is given a sense of BELONGINGness.

Now if this is enough to reduce you to nervelessness . . . along comes the Yellow Pages plugging a new slogan for sewing up sales—AWHERENESS!

It's too MUCHness!

Ruth Roland Hough  
House Organ Editor  
Beneficial Management Corp.  
Morristown, N. J.

**nothing new like an old slogan**

When I saw your "Sell Like '60' in '59" cover on the January 2 issue, I decided to suffer in silence. Suffer I did, until your letters to the editors' column of the May 1 issue also gave a pat on the back to Practical Builder magazine.

This all leads up to stealing your thunder by informing you we used the same theme more than a year earlier. Our slogan was "Sell Like '60" in '58" and tied in with a national promotion wherein '60 units was the key number.

. . . So, you can add our name to yours and Practical Builder magazine. We think it's a dandy and one worth broadcasting!

Joe H. Morin  
General Sales Manager  
Howard W. Sams & Co., Inc.  
Indianapolis, Ind.

**backtalk on college grads**

. . . with no belligerent intent, your editorial "Why College Graduates Are Not Preferred" (April 3, 1959) has evoked the following comment:

I expect to be graduated from a business school in July, 1959. I too have been advised by certain professors to take on a few jobs before settling down in my "ideal" position. However, I don't believe that any intelligent person will

blindly follow this kind of advice. Maybe management has something to do with college graduate turnover. Personally, if I were happy at a job I would not leave it just for the sake of getting a new job. On the other hand, if the position did not offer the opportunity I thought it should offer, I would start to look for a new job. Does this attitude, as a college graduate, differentiate me from anyone else seeking to better himself?

Arthur L. Finn  
New York City

. . . Changing jobs not only, in my opinion, is not essential to achieving sales success, but in some areas could be harmful, for example in customer relations — they generally prosper under time-built-up calling on contacts.

. . . Whether a man be a college graduate or not the responsibility of any employer is to create the climate of desire on the part of the man to do a good job. Management must see that he is adequately trained, both formally and by job contact, to assure his being useful to the customer on whom he will call, and to assure that the man himself has the tools with which to cope with the problems and opportunities of selling.

A sales job must be rewarding both financially and experientially to the man doing the job, and more job changes occur because these two ingredients are not in proper balance and this is a fault of management and generally not the salesman.

E. V. Dorr  
Bronxville, N. Y.

. . . It appears possible that many firms, both large and small, hire college graduates because it is the style, or because competitors are doing it, or because it is recommended. Might it not be profitable for all to step back a moment and ask a few questions with respect to their sales force such as:

1. Does the job analysis of our sales position truly indicate the need for a college graduate?
2. Are our man-specifications objectively determined from the job analysis?
3. Is the turnover rate of college graduates due solely to the fact

# It's 2 to 1

in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals**  
**MORE Sales**  
**MORE Profits**

**NO MATTER WHAT YOU CALL THEM**

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountain Restaurants  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

**NO MATTER WHERE YOU FIND THEM**

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

**THEY ALL HAVE**  
**ONE THING IN COMMON—**

**FAST SERVICE**

To effectively reach this  
specialized market specify  
**FAST FOOD**  
for an advertising schedule

BPA

NBP

**FAST  
FOOD**  
magazine

630 THIRD AVE.  
NEW YORK 17, N. Y.



## The man from Cunningham & Walsh



**Incident in a supermarket.** The full story of what account executive Harry Spangler learned about supermarkets this year is in his report. And we get reports from all our account, TV, and creative people. They work thousands of hours every year at retail to help keep point-of-sale facts at our fingertips. Cunningham & Walsh Inc. New York • Chicago • Detroit • Los Angeles • San Francisco.

they are college graduates, or might it be due to other factors such as: (a) poor sales selection policies and practices, (b) inadequate training for efficient performance of duties involved, (c) expectations of an experienced man's production from a trainee by virtue of his degree?

. . . Why do so many firms wait until the senior's last few months of college before they become interested in his services? A senior is faced with selecting the one firm, to which he is to devote 40 years of his life. Yet, this selection process must be accomplished in not more than 4 months. An interesting ratio, 4 months to 40 years.

No, as any prospective college graduate will tell you, we are looking for our lifetime career. But Gentlemen, what is your position, are you assisting or perplexing?

James W. Rosenbaum

University of Toledo  
Recipient, 1959 award  
for outstanding student  
in field of marketing  
American Marketing Assn.  
Northwest Ohio Chapter

### SM challenged

We feel quite certain that a factual error occurred in a recent article published in your magazine ["Market Research Needn't Be Expensive," Sales Management, March 20].

In one part of the article, reference is made to the fact that Sun Chemical's sales in 1958 were about \$50 million. On page 85, the following statement is made: "Printing Inks are Sun's top product accounting for half its sales." Fifty percent of \$50 million would be approximately \$25 million. American-Marietta's total ink sales in 1958, which of course would include their various operations, were in excess of \$25 million by a considerable amount.

It is our firm belief that American-Marietta is the number two producer and supplier of printing inks, with Interchemical ranking number one and Sun Chemical, number three. We are willing to submit our figures to impartial auditors if Sun Chemical is willing to do the same, in order to prove our position in the industry.

Matt J. Leckey

President  
Sinclair and Valentine Co.  
Division of American-Marietta Co.  
New York, N. Y.

SERVICE is what Manger sells—not just rooms and facilities! Service—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all on time, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting—see the difference real SERVICE makes!

**ALBANY, N. Y.**  
THE MANGER  
DeWITT CLINTON

**CHARLOTTE, N. C.**  
The Manger Motor Inn  
(Opening Late 1959)

**CLEVELAND**  
THE MANGER

**GRAND RAPIDS, MICH.**  
THE MANGER

**NEW YORK CITY**  
THE MANGER VANDERBILT  
THE MANGER WINDSOR

**ROCHESTER, N. Y.**  
THE MANGER

**SAVANNAH**  
THE MANGER

**WASHINGTON, D. C.**  
THE MANGER ANNAPOLIS  
THE MANGER HAMILTON  
THE MANGER HAY-ADAMS

Convention Department, Manger Hotels  
4 Park Avenue, New York, N. Y. (Dept. B-6)

Please send me full information about Manger  
Hotels meeting and convention facilities.

Name \_\_\_\_\_

Company \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



*Mary Jane Hill, Peach Council Queen, as featured in FARM JOURNAL.*

## SCHOOL FOR QUEENS

Would you have guessed that this regal queen . . . is a rural teen? She is, and with seven other Agricultural Queens, a graduate of FARM JOURNAL'S "School For Queens."

The "School"—and the April article about it—is a typical FARM JOURNAL operation. No models . . . no make-believe. Just a group of rural youngsters going through a grooming and self-improvement course, so a much larger group can profit from their experience. FARM JOURNAL, with wholehearted parent approval, has been doing this sort of thing for a long time.

Every teen dreams of being a queen—with, or without tiara. By helping generations of farm girls look—and feel—like queens, FARM JOURNAL has earned a queen-size franchise in a vast youth market.

Businessmen, the country over, love the profitable farm queen market. The American

Stores (the nation's 4th largest food chain) purchased 100,000 "How To Be A Queen" booklettes for their own in-store promotion—then bought a full page in FARM JOURNAL to advertise the fact. This, by a so-called "urban" chain!

### QUEENS ON THE MARKETING SCENE

In the state of Pennsylvania alone, more than 3000 farm queen-agers competed for the chance to wear a tiara. And these were but a fraction of the contests held in a single state, in a single year.

The rural-teen market is an organized market. 4-H Clubs have an enrollment of 2,201,481. Of this total, 1,210,814 are 4-H—"Hers." And FARM JOURNAL is the farm magazine most 4-H Leaders depend on.

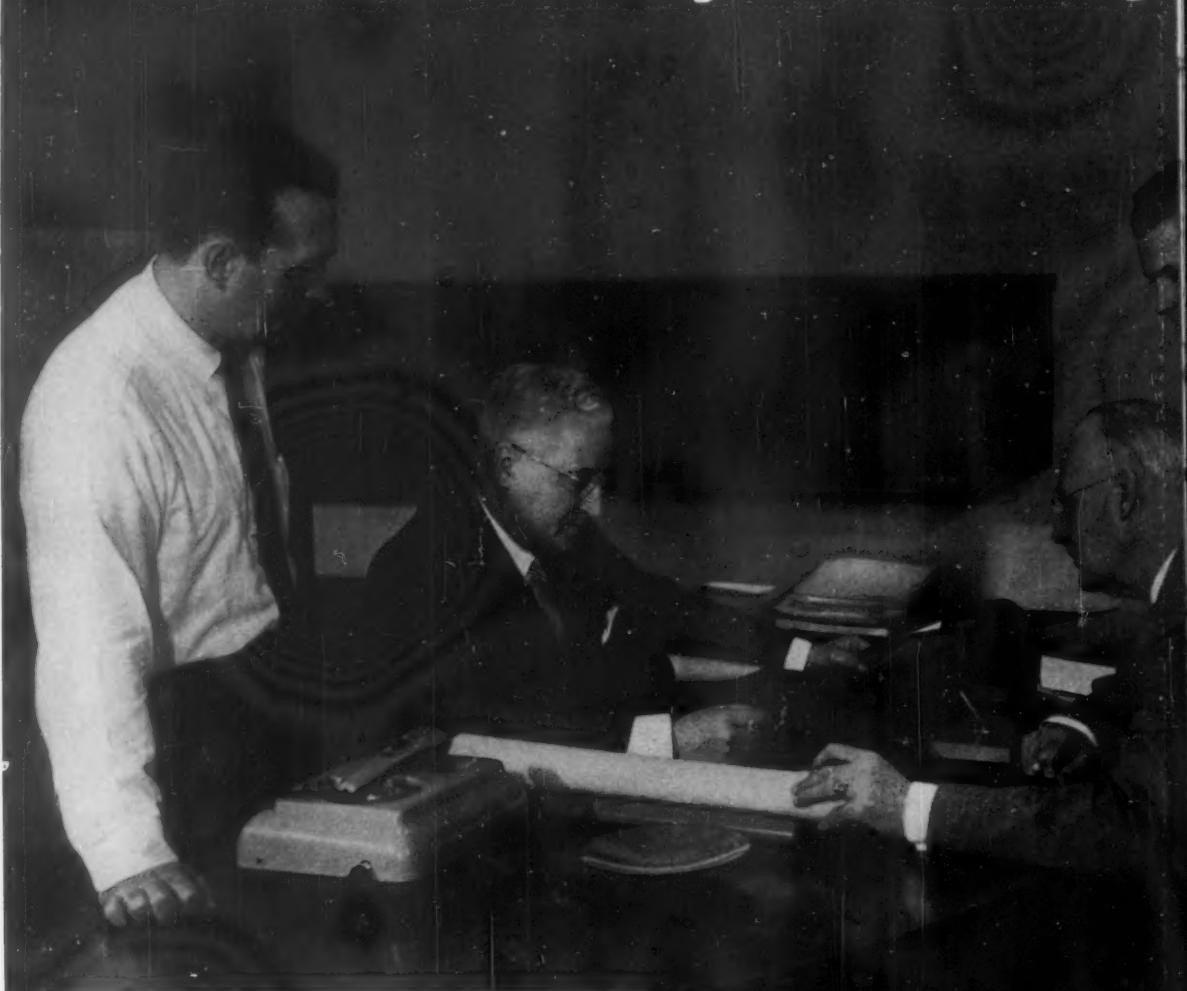
Most of the best farm families depend on

**FARM JOURNAL**  
Philadelphia 5, Pa.

the same is true among advertisers

Graham Patterson, Publisher  
Richard J. Babcock, President

# To Get More for Your Advertising Dollar in Metalworking..



## **Most metalworking purchase decisions are team decisions.**

To help you pinpoint more accurately the buying-specifying team for your type of product, The IRON AGE now offers the results of a 2-year National Analysts Study of how metalworking buys the 15 categories of products below—an invaluable aid in planning your marketing, selling and advertising strategy.

Machine tools and other metalworking equipment  
Metal cleaning and finishing equipment  
Material handling equipment  
Steel mill and foundry equipment  
Heat treating equipment  
Plant service equipment  
Welding equipment

Manufactured parts and components  
Electric motors and components  
Hydraulic and pneumatic components  
Power transmission equipment (except electrical)  
Ferrous metals and mill products  
Nonferrous metals  
Nonmetallic materials  
Engineered products and services

# Pinpoint the Buying-Specifying Team for Your Type of Product

New National Analysts Buying Influence Study shows how metalworking buys . . . identifies buying-specifying team by title, primary and multiple function, industry and plant size

Your advertising is most effective when directed to the people who buy or influence the purchase of your product. And here is the first truly definitive information on who does the buying for 15 major types of products used in metalworking.

The information was obtained in personal interviews with a probability sample of 2211 metalworking executives in 596 plants. Altogether these executives contributed 1879 hours of their valuable time in what is perhaps the most extensive study ever undertaken of an industrial market. The entire program, which will take 3 years to complete at a cost of over \$100,000, is being conducted by an outstanding research authority, National Analysts, Inc. Detailed purchase-decision data are now available for metalworking as a whole and for these sub-

divisions: SIC 33—Primary Metals; SIC 34—Fabricated Metal Prod.; SIC 35—Machinery; SIC 37—Transportation Equipment.

With this new purchase-decision data, you can now pinpoint the buying-specifying team for your type of product more accurately than ever before. You can determine the relative importance of each executive group, the level of its purchasing responsibility, its specific roles in purchases—data that are invaluable in planning your marketing, selling and advertising strategy. The tables below are only a sample of the wealth of information available to you for each of 15 categories of equipment, component parts, materials and services used in metalworking. The individual studies are available from your IRON AGE representative with a 24-page guide to their use.

#### Participation of purchase-decision executives by type of purchase

Type of Purchase	All Metalworking SIC Groups	Primary Metals SIC 33	Fabricated Metal Prod. SIC 34	Mach. (except elect.) SIC 35	Transportation Equip. SIC 37
Capital Equipment	<b>88%</b>	<b>93%</b>	<b>92%</b>	<b>88%</b>	<b>80%</b>
Components and Parts	<b>77</b>	<b>76</b>	<b>78</b>	<b>81</b>	<b>77</b>
Materials	<b>67</b>	<b>70</b>	<b>78</b>	<b>71</b>	<b>61</b>
Other Products and Services	<b>62</b>	<b>74</b>	<b>69</b>	<b>62</b>	<b>60</b>

How to read: 88% of all metalworking purchase-decision executives take some part in purchase of capital equipment.

#### Distribution of metalworking purchase-decision executives — Title by Plant Size

Plant Size	All Executives	Company Officials	Plant & Prod. Mgrs.	Supvrs., Foremen	Eng. & Tech. Executives	Purch. Executives	Sales Mgrs.	All Others
All Metalworking Plants with <b>20 OR MORE</b> plant workers	<b>100%</b>	<b>22%</b>	<b>35%</b>	<b>8%</b>	<b>14%</b>	<b>15%</b>	<b>2%</b>	<b>5%</b>
All Metalworking Plants with <b>20 - 99</b> plant workers	<b>100</b>	<b>44</b>	<b>22</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>3</b>	<b>3</b>
All Metalworking Plants with <b>100 - 499</b> plant workers	<b>100</b>	<b>33</b>	<b>24</b>	<b>6</b>	<b>14</b>	<b>17</b>	<b>3</b>	<b>3</b>
All Metalworking Plants with <b>OVER 500</b> plant workers	<b>100</b>	<b>14</b>	<b>42</b>	<b>8</b>	<b>14</b>	<b>15</b>	<b>1</b>	<b>6</b>

How to Read: 44% of the purchase-decision executives in All Metalworking plants with 20-99 plant workers have Company Official Titles.

The **IRON AGE**  
A Chilton Publication

Chestnut & 56th Sts., Philadelphia 39, Pa.



Headquarters for  
Assistance in  
Marketing to  
Metalworking

# *A Marketing Team at Yale & Towne talks to Chilton*

## **"Trade publications represent the primary medium"**



The Materials Handling Division of the Yale & Towne Manufacturing Company is one of the world's largest producers of industrial lift trucks, tractor shovels, and hoisting equipment. Due in part to the complexity and scope of the markets it serves, trade advertising has long played a key role in the sales and merchandising plans of this successful organization. We recently questioned four members of the division's marketing team to learn firsthand their views concerning the increasing value and use of trade publications. These were John A. Baldinger, Vice President, Yale Materials Handling Division; Clyde R. Dean, General Sales Manager; Frank P. Minnelli, Marketing Manager; and Newcombe C. Baker, Manager of Advertising, Publicity and Sales Promotion. Here are the highlights of their remarks . . .



**Mr. Baldinger says,** "Concurrent with the expansion of industry through the years has been the rise and prominence of the industrial and trade press. This has been more than pure coincidence. As a vital selling force and sales medium, the trade press has been highly sensitive to the development of industrial products and consumer demands. It has been responsible for gaging the standard of competition through objective reporting and interpretation of industry. By thus challenging industry to reach the acme of integrity, the trade press has become industry's conscience."



**Mr. Dean says,** "Every one of our ads in industrial and trade publications is a concise and graphic sales presentation . . . not merely to the consumer, but also to our salesmen in the field. With time at a premium, one of the most expeditious ways to learn new facts and find new incentives is via the pages of these publications. Ads show creative selling techniques which enable the salesman to sharpen his approach and his craft. The salesman knows that advertising, when seen by customers, incites interest and lays the groundwork necessary for a successful sales call."

# by which we reach important buying influences"



Mr. Baker says, "The increasing decentralization of industry means widening of the market area and consequently increased costs in terms of salesman's time and travel. This is one more reason why trade publications represent the primary medium by which we reach important buying influences to make known our product and services prior to the salesman's visit. And our ads get results from these buying influences! They read the industrial and trade press to find new methods and applications for more efficient production, maintenance and distribution through better materials handling."

Mr. Minnelli says, "In determining fundamental buying motives, we, like newspapermen, are concerned with the who, when, where, why, how factors. By evaluating these, we know better how to engineer our products so as to give consumers the economy of operation, the efficiency and safety they desire. Of invaluable aid to our search are industrial and trade publications. Their superb facilities enable them to make surveys which are reliable, complete and decisive."



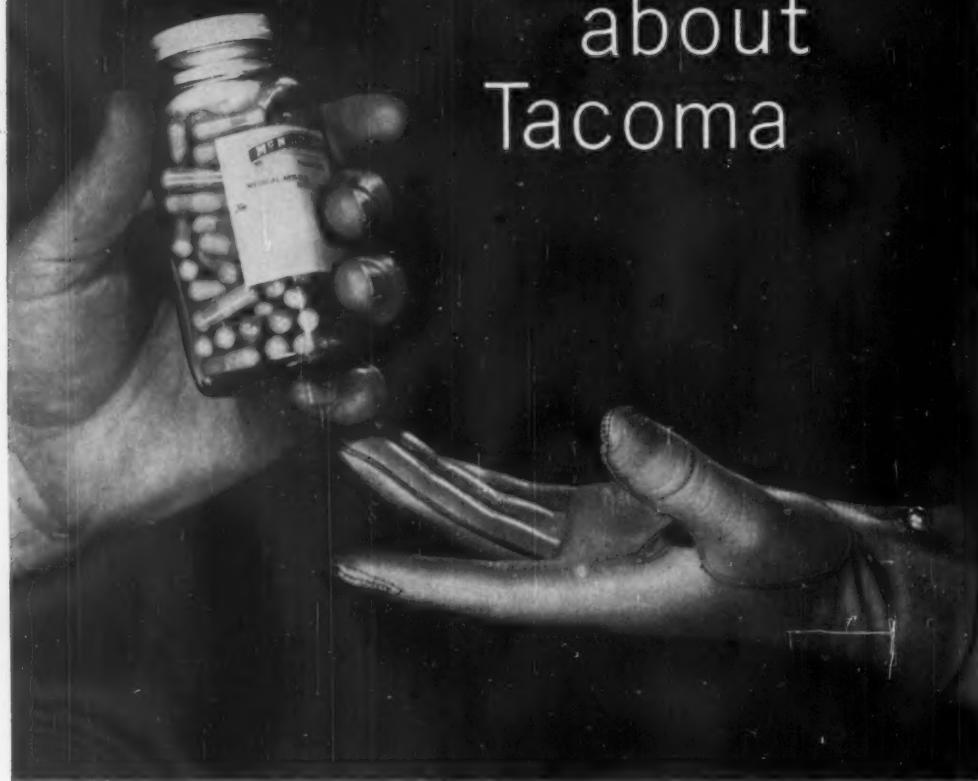
Trade and industrial publications serve an area unduplicated by any other selling force. They make it possible for you to talk with customers and prospects on common ground—at a time when they are seeking information and are most receptive to your message.

Chilton is one of the most diversified publishers of trade and industrial magazines in the country—a company with the experience, resources and research facilities to make each of 17 publications outstanding. Each covers its field with the dual aim of editorial excellence and quality-controlled circulation. The result is confidence on the part of readers and advertisers alike. And confidence is a measure of selling power.

**Chilton** COMPANY  
Chestnut and 56th Streets  
Philadelphia 39, Pennsylvania

**Publisher of:** Department Store Economist • The Iron Age • Hardware Age • The Spectator • Automotive Industries • Boot and Shoe Recorder • Gas Commercial Car Journal • Butane-Propane News • Electronic Industries • Jewelers' Circular-Keystone • Optical Journal & Review of Optometry • Motor Age • Hardware World • Aircraft and Missiles Manufacturing • Distribution Age • Product Design & Development • Business, Technical and Educational Books

think  
twice  
about  
Tacoma



**More than 68,000 families, who buy 16% of all drug items sold in the Puget Sound Circle, can not see your advertising unless it's in the Tacoma News Tribune**



**QUICK FACTS:** Total population of the Tacoma Metro Area, 324,200. Retail Sales, \$344,163,000. The Tacoma News Tribune is the only daily with selling coverage in this important market. (News Tribune coverage 81%; Seattle evening daily 2%; Seattle morning daily 12%.)

Ask the men at **SAWYER-FERGUSON-WALKER COMPANY, Inc.**

New York • Chicago • Philadelphia • Detroit • Atlanta • Los Angeles • San Francisco

# When You Buy a Company, Do You Change Its Name?

**Rockwell Mfg. Co. believes in transition. It seeks to preserve the good will attached to the name of the acquired company. It moves toward "Rockwell" identification for the whole business family. Objective: to build—and keep—a clear-cut corporate image.**

By ROBERT A. KELLY  
Midwest Editor

Today's marketing executive is necessarily concerned with the corporate image his company enjoys. However, a top management decision to diversify marketing activity by means of outside acquisition, can easily transform a routine image program into a first-class nightmare!

Rockwell Manufacturing Co., Pittsburgh, a company known for its policy of "related diversification" (meters, valves and power tools), enjoys the fruits of one of the shrewdest corporate image programs to be found on the industrial scene. A big company (1958 net sales: \$107,055,000), Rockwell has successfully combined immensely valuable trade names, top managements and widely differing company policies, problems and policies into a smoothly operating, money-making business venture.

An increasing number of companies agree with Rockwell that a good corporate image in the mind of the buyer is often the only real selling edge over competition; i.e., the customer puts his money where his confidence is.

Rockwell Manufacturing Co., with which this article deals for the purposes of corporate image application, is not to be confused with Colonel Willard F. Rockwell's other love, Rockwell Standard Corp., Coraopolis, Pa.

A cool, confident chief executive,

Colonel Rockwell is always open for business propositions with which he is familiar and which follow the sensible criteria he has set up for Rockwell Manufacturing.

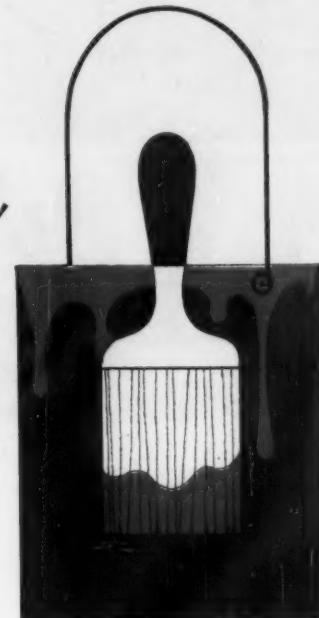
The company has evolved a plan whereby the corporate image is subjected to the closest scrutiny. This is a joint effort involving Rockwell management and its own public relations director, W. F. Weimer; its public relations counsel, Burson-Marsteller Associates, Inc.; and its advertising agency, Marsteller, Rickard, Gebhardt and Reed, Inc. The objective is to develop a highly coordinated program that will attack a problem at all levels and from as many different angles as possible.

What is the true value of the new name? Will it be worth-while to retain the name intact, or will it be better to change it completely?

The usual answer at Rockwell is transition.

At the outset, the company is likely to market the new division's products without affecting any change in the name. After a period of time (this differs with each company), the name Rockwell is added, possibly after the division title.

With the further passage of time, the names may be reversed so that Rockwell stands first in order. Then, still later if the situation warrants, the



original proprietary name will be dropped completely. It's a question of phases, and they differ with each company or product line that joins the fold.

In addition, highly subtle degrees of transition are employed, such as color-value changes and varied type faces and sizes.

A basic decision at the beginning is necessary in applying this kind of image program. If a company decides to diversify, it must set forth clearly whether the new acquisitions will remain autonomous or become company-titled divisions. Once this has been clarified, the means by which the transition will take place can be placed in motion. A corporate image program lacking clear-cut goals, long-range goals, will never reach any kind of satisfactory result.

In Rockwell Manufacturing's case, a decision was made calling for the eventual conversion of every new division to the Rockwell name, unless the original name, in its markets, was so entrenched that its replacement would affect the marketing program of that particular product line. It was felt that this tactic would preserve every ounce of good will present in the division until such time as the Rockwell name itself could lend increased emphasis to the product.

The need for critical evaluation of

## Transition: Nordstrom...a good old name...it's gradually



1.

**NORDSTROM VALVES** joined the Rockwell family more than a quarter century ago. Only Rockwell trademark was added.



2.

**SECOND STEP** was to add a sub-line to the traditional Nordstrom signature: "Another quality Rockwell product."



3.

**IN STEP THREE** the Rockwell name is given equal typographical emphasis with "Nordstrom" and appears above it.

an acquired name is best illustrated by comparing Rockwell's Delta Power Tool Division with Rockwell's acquisition of Pittsburgh's Equitable Meter Co. and the product trade names of Emco, Pittsburgh Meter and Eureka.

In the case of Delta, to date 15 years of Rockwell ownership has not justified or permitted a change in the name. It is simply too powerfully identified as Delta in the eyes of the consumer. The name Rockwell obviously can do little for this division at this time, so it is allowed to remain as is. Of course, Rockwell will appear in small letters below the name in order to identify Delta as a Rockwell operation, but that is all. In its advertising, Delta tools are referred to as "Rockwell-built Delta tools."

The problem of a corporate image for Pittsburgh Equitable product lines carrying such names as Emco, Pittsburgh Meter, Eureka and others presented relatively little difficulty. Through the course of time "consumer identity" had not been built up for these tradenames—the addition of Rockwell to the title gave immediate added stature to the product. Transition in these cases took place rapidly.

Looking at still another situation, the Edward Valves Company has been a member of the family for over 20 years. Due to strong industrial consumer identification, the title transi-

tion of this division is still in an early stage and probably will remain so for a number of years to come. Rockwell would stand to gain little at this time by pushing its name to the forefront. In this particular case, then, title transition will be accomplished gradually.

While the name, on occasion, is practically sacred, there are cases where the acquired company stands third or even fourth in its industry on the basis of sales. Republic Flow Meter is an example of this. A three-year member of the fold, Republic is being phased to Rockwell much faster than is the case with the Edward or Delta operations. Here, it is obvious that the well-known Rockwell name will provide added prestige, so transition is stepped-up.

The Merco Nordstrom Valve Company, a highly respected name before and since it joined Rockwell 27 years ago, still is barely at the half-way point in name-transition. After careful phasing tactics, the products recently have been identified as Rockwell Nordstrom Valves. Nordstrom is still too good a name to drop entirely.

The Dual Parking Meter Division enjoys a different status in the program. Rockwell-owned for four years, Dual is estimated to be just one-quarter along the way in total name-transi-

tion. Here phasing is gradual.

Briefly, each corporate addition occupies a certain niche in the consumer's mind. If this position is one of great strength, care and judgment must be exercised in applying the Rockwell name. If the new company requires revitalization, immediate inclusion of the Rockwell name may fill the bill.

A corporate image program is more complex if you make many products for many markets and/or acquire new companies and thereby enter new markets: There must be (1) the initial decision to either convert all divisions to the corporate title or retain the old name; (2) a realization on the part of all employees, new as well as old, of this unity of purpose.

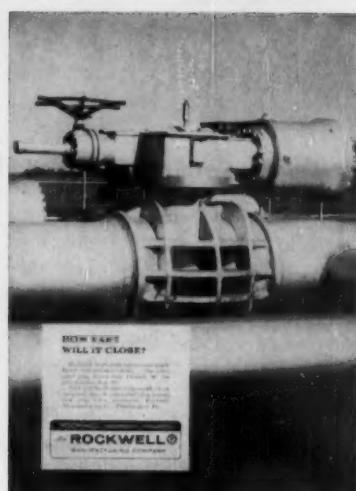
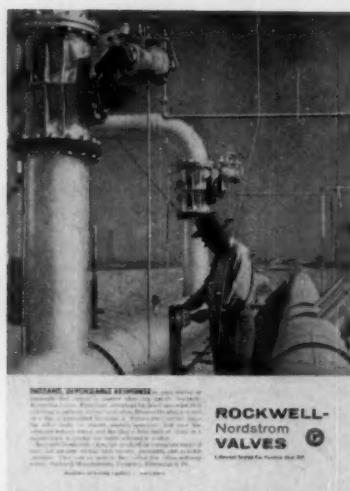
We have covered Rockwell's handling of number one. Number two—internal communications—has not been left to chance by the company:

There is the president's letter which is fairly confidential and which goes to all top-headquarters personnel, as well as to the general managers of plants and regional sales managers.

There is the management newsletter which is semi-confidential and which penetrates a little deeper into the administrative and supervisory levels.

For Rockwell salesmen and distributors there are The Direct Line and The Power Tool Salesman, two

## acquiring more pronounced Rockwell identification.



4.

**STEP FOUR:** Now comes a hyphenated version, "Rockwell" gets higher attention value in typographical style.

5.

LAYOUT NEEDS sometimes dictated this kind of treatment for hyphenated signature. Ads often feature dramatic photos.

6.

CURRENT VERSION subordinates hyphenated signature to Rockwell company name. Here "Rockwell" appeared in red.

semi-confidential publications which keep these people posted on everything from plant activity to any change in emphasis in the company's selling program.

Finally, there is the employee's house organ which completes Rockwell's efforts at aiming a solid corporate image program at the entire company.

But, Rockwell Manufacturing realized that the title-transition program and the internal-image efforts were not enough in themselves. There was an obvious need for a broader program that would pull all of these things together and interpret them favorably to important people in all markets, to the thought leaders in the total public of the company.

In brief, it was decided that Rockwell needed a corporate advertising program. And one at the lowest possible cost. After considerable huddling a simple column technique and format was adopted.

Hence the now famous Rockwell Report. This format was selected for three rather simple but important reasons:

(1) Flexibility—several different and often unrelated subjects could be treated in each ad. This was important if the overall company story was to be told.

(2) Informality—reflecting the essential personality of the company and its management.

(3) Authenticity—presenting each advertisement as a report by, and in the words of W. F. Rockwell, Jr., president. This important touch helped to humanize and personalize the campaign.

The Rockwell Report has been one of the most instrumental tactics of the overall Rockwell Manufacturing corporate image program. Not the least of its value stemming from active participating by top management—W. F. Rockwell, Jr. personally, inspects and edits every report to be published.

As a result of the two criteria for the report (1st, have something interesting to say; 2nd, say it as interestingly as possible), the company receives many letters each month, agreeing, disagreeing and asking for more information on the many topics discussed. Most important, an image is being formed. The right kind of image.

Has it worked? Has the Rockwell corporate image program produced results? Consider these facts:

(1) Every division that Rockwell Manufacturing has acquired has en-

joyed an increase in sales since joining the organization and, in most cases, sales are believed to be far beyond what one division could have done alone in good times or bad.

(2) Rockwell is no longer in the position of having to seek out good dealers and distributors—they seek out Rockwell.

(3) In the area of finance, Rockwell can cite a case history where a company twice its size was asked to pay a higher rate of interest. When this fact inadvertently leaked out, the president of the bank simply explained to the company that he had had no problem in selling his board of directors on Rockwell—Rockwell enjoyed a prestige and acceptance which their company did not!

(4) Rockwell stock values have gone up and in times of stress remained stable. Furthermore, the company's number of shareholders has quadrupled in the last ten years.

Moral: if you are restricting your advertising efforts to mere product selling, you are doing only half the job that is required to assure your company's survival and growth in a business world that becomes more fiercely competitive day by day! ♦

BY HARRY WOODWARD

### At Owens-Corning Fiberglas: Two Lines Met Head-On

It's an age when industrial ascendancy for the bright young man often happens overnight: Take 40-year-old William H. Curtiss, Jr. Last fortnight Bill Curtiss, an Ivy Leaguer, was named v-p and director of marketing for Owens-Corning Fiberglas Corp. (1958 sales: almost \$178 million). He's been the Pacific Coast Division v-p and general manager. Now he'll be at company headquarters in Toledo, O., with frequent trips to New York and the corporation's stunning new glass towers on Fifth Avenue. That building and Bill Curtiss are indicative of the company's refusal to accept the status quo—however lucrative. Says Bill, in comment on his firm's new overall plan of marketing: "Times change and needs change with them." For some time

O.-C. F has had two broad lines of products, textile and general. Recently, with more products and more diversification, "We were meeting ourselves [our salesmen] on the same grounds." So: There will be five new Marketing Divisions, each headed by a v-p with complete responsibility for "the health, welfare and growth" of his particular market. Bill Curtiss will ride herd. "Everything we're doing," he says, "is designed to make it easier for our customers to buy. And easier for our sales forces to sell." Curtiss started with the company as a salesman in Detroit, in '45. Later he was administrative assistant to the president, ad manager of the Textile Products Division. He's a Williams graduate, from there went to Harvard School of Business Administration.



### 50,000 Frenchmen Can't Be Wrong

... they're the ones who think American salesmanship can't be beaten. And they think so largely because of a very Gallic gentleman named Marcel ("pronounce it 'More-sell'") Chapotin. He's an independent salesman (very, say those who know him) who sells advertising space in the French business paper *Les Echos*. But his hobby is lecturing on salesmanship and he's here in the U.S. doing just that—to American salesmen! Two years ago he came to the States to learn more about American sales methods, addressed the Chicago Sales Executives' Club and salesmen of the New York office of Remington Rand. This time he addressed the Rock River Sales Executives' Club of Rockford, Ill. After his first trip here he went around France, Belgium and Switzerland, talking to large and enthusiastic sales groups on how to sell "American-style." He took back to France "your brainstorming." Batten, Barton, Durstine & Osborn, Inc.—who created brainstorming—introduced him to the subject. The line, for bookings forms to the right.



GUY GILLETTE—LENSGROUP



#### Rules Hadn't Been Written

. . . not back in 1906, when the organization now known as Associated Business Publications came into being. Such things as sticking to published rate schedules were treated with a cavalier disdain. But a group of forward-looking business magazine publishers banded together as the Federation of Trade Press Associations, elected John A. Hill president. Recently at its annual convention, Hill's latest successor—who hadn't been born when that first election took place—was chosen. He's Philip D. Allen, president of Maclean-Hunter Publishing Corp., with headquarters in Chicago. Allen, who was still hobbling about (as the result of a skiing accident) when he was elected, is in charge of all U.S. operations for the three American publications of his company. (Maclean-Hunter is a Canadian house.) A past president of Chicago Business Publishers, he has served on ABP's Education and Legislative Committees. During the season this inveterate skier divides his few leisure weekends between Aspen, Colo., and Vermont. It's a long way to go for a broken leg.

# Standard Packaging Girds to Join Giants

Already abreast of the surging consumer demand for "convenience living" items, a revitalized Stan-Pak looks to out-pace the fast-growing industry of which it is a part. Big factor will be new products—pushed by quadrupled advertising budget.

By LAWRENCE M. HUGHES  
Senior Editor

"Convenience living" is here to stay and Stan-Pak's "Hap" Chandler wants—and plans to get—a healthy slice of the "disposables" market now being developed.

In four years as its board chairman and chief executive, 41-year-old R. Carl Chandler has been pushing 40-year-old Standard Packaging Corp., New York, full speed ahead in three areas of convenience living: packaging, preparation and service.

Four-fifths of Stan-Pak's sales are to the food industry—which, he estimates, now spends \$6 billion annually for packaging, or four times as much as it spends for advertising.

After doing \$24-million volume in 1955, Chandler and Dr. John A. Keenan, president, introduced a five-year plan to sell \$100 million by 1960. By 1958 the '55 volume had been stepped up two and a half times to \$62.6 million. This year's target is now \$97 million. At current rate the 128 men in the field forces will get \$100 million in 1959.

► But even this is just a starter: Hap Chandler confides to Sales Management that his goal for 1965 is \$500 million.

By then the growing food industry would be spending \$9.5 billion annually for packaging.

By then, in this and other industries, Stan-Pak would be doing a lot more to wrap the whole consumer economy.

In the process it might pass several of the nine other packagers now selling more than \$100 million annually, and be outranked only by such sales-billionaires as Continental and American can companies. In all materials except tin and glass—which it does not intend to use—Stan-Pak would rank among these giants.

With a top management team averaging 44 years; continually expanding research and development; a sales organization trebled in three years, and an advertising program quadrupled this year alone to more than \$1 million, Chandler thinks the "new" Stan-Pak is just beginning to roll.

Despite a growing crop of acquisitions, he shows, "36% of our growth has been self-generated. We now have 53 new products under development."

This year's \$97—or \$100-million sales volume would not include acquisitions made during the year. ("Right now," Chandler says, "we're taking

a hard look at one company which could be our largest acquisition yet.")

"In 1956, when we decided to hit \$100 million by 1960, we estimated that \$60 million of it would come from expanding the market for product lines we then had—and improving those products; \$15 million would derive from our own research, and \$25 million from acquisitions.

"For existing lines we now have \$145 million production capacity. This year, for facilities, we're spending \$5 million. . . . and we estimate that just six of our new babies have a combined market 'potential' of \$200

## Stan-Pak May Steal a Year on \$100-Million Sales Goal

When Hap Chandler became Stan-Pak's chairman and chief executive in 1955 he introduced, among other things, budgets, controls and forecasts.

"One study showed," he says, "that we should be able to double sales of the then-existing products by the end of 1960, by merely keeping abreast of the population increase and by maintaining our share of market."

But through new product development and acquisitions, Stan-Pak has sought—and got—more. From \$24 million sales in 1955, Chandler set a five-year target of \$100 million in 1960. With \$97 million volume now forecast for 1959, Stan-Pak may reach that goal a year early.

Here's a four-year record of probably the fastest-growing factor in the \$9-billion-a-year packaging industry.

	1958	1957	1956	1955
Net sales .....	\$62.6 million	\$37.3	\$28.5	\$24.1
Net income .....	2.4	2.0	1.3	0.871
Plowback .....	1.7	1.8	1.1	0.647
Total assets .....	62.9	21.9	15.3	13.3
Working capital ..	19.2	21.9	4.3	4.7
Stockholder equity ..	37.8	12.9	9.0	8.2

million . . . " These six are:

1. Metalized paper. From this process, involving vacuum metalization, the potential would be \$50 to \$60 million annually.

2. Impregnated tabulating papers would develop a \$15 to \$20 million potential.

3. For the last year our new disposable paper oil "cans" have been test-shipped to points across the country. In quart sizes alone—just for oil—Stan-Pak expects a market potential of \$100 million. These paper cans also are good for fruit juices, milk, paint, etc.

4. Two new vacuum-packing machines to be offered this year would provide \$25 million.

5. A pre-packaging tray, with an additive for fresh meat, would be worth \$25 million market potential.

6. And a stiff paper plate, primarily for in-plant and institutional feeding, would develop at least \$15 million annual volume.

And Stan-Pak would still be creating—and still acquiring.

"We try to buy companies which already have good managements," Chandler explains. "We retain most of these men, and their sales organizations. We've also added strong people, both at higher and second-line management levels. And we're decentralizing to let each division make more of its potentials."

Corporate management is responsible for overall planning, policies, control of capital expenditures, salary administration, and for directing consolidated sales and earnings of the divisions. Each division, however, operates under its manager as a profit center. Each division manager reports to the president.

Until 1956 Standard Packaging had "no budgets, controls, forecasts, or even specific plans. We now know within four days after each 28-day reporting period how each division is doing," Chandler said.

"For our sales organization we set out to develop a full line of packaging materials and products, along with strategically-located plants to service them.

"Fundamental to the growth of our diversified lines is vertical integration: machinery design, package design and package materials—all should be developed at one time under unified direction."



### Marketer Chandler Moved in as "Doctor"

R. Carl (Hap) Chandler, board chairman and chief executive of Standard Packaging Corp., started to run things early. His schoolmates in Lawrenceville, Ga., where he was born on October 25, 1917, say that he was president or vice president of every class "since sixth grade."

On graduation from Atlanta's Emory University, where he earned a BA degree in chemistry and biology, Hap Chandler attended Harvard Business School, Georgia Institute of Technology and Atlanta Law School.

After three years in the Navy, serving as an ensign mainly in the Pacific Theater, he joined Atlanta Paper Co. and worked his way up to production manager.

In 1949 Chandler moved to Union Bag & Paper (now Union Bag-Camp Paper Corp.). Three years later, at 34, he became v-p in charge of board and corrugated container sales.

In 1955 financier Edward Elliott asked Hap Chandler to analyze and report on Crowell-Collier, in which Elliott had a substantial interest. Chandler recommended that the C-C magazines be killed. He remained there briefly to supervise that sad operation.

Elliott then asked Chandler to take charge—and build—Standard Packaging.

Today, 12,000 shareowners seem to like Hap Chandler's way of running things. He keeps close tabs on all functions . . . but is, more than ever, a Marketer.

Stan-Pak now sells \$15 million annually of packaging machinery and materials for it. Its "packaging service" seeks to put all a product's packages under one design. Oleomargarine, Chandler shows, has three wraps. Many dairy products have four or

five. "By selling our service we get more sales dollars per call."

Among the company's largest customers are Kraft Foods, Borden's, Swift's, Hygrade meat products, Wrigley's gum, Bremner biscuits, General Electric, Anchor-Hocking and such

major retailers (for their own brands) as A&P, Safeway and Woolworth's.

But Richard W. Koch, vice president and general sales manager, denies that "we have any appreciable quantity of eggs in one basket. A study covering acquisitions and all former lines showed that \$45 million of our sales are accounted for by 158 customers."

Though the company has made a profit every year since its founding (as Standard Cap & Seal Corp.) on February 17, 1919, no dividends have been paid on its common stock since 1942. Annual preferred dividends total a modest \$223,792. Chandler and Keenan talk about "net income

retained, per share of common stock"—and plough back fast and heavy. In the last three years total assets multiplied five times to \$63 million; net worth quadrupled to \$37.8 million. Current ratio was built to a healthy 3.4 to 1.

No common dividends are in sight for this year. "But," Chandler says, "we'll revive the subject at the end of 1959."

Meanwhile, the number of Stan-Pak shareowners in three years has multiplied from 2,500 to 12,000. Last November its shares were listed on the Big Board. (The ticker symbol "SPK" was spelled by a lot of people "Sputnik.")

3. In 1956, 11.6 million housewives were "working"—and their number was growing at a 600,000-a-year rate.

4. At the same time there would be more dependent children.

5. The domestic labor market was being dried up.

Women who still must feed their growing families increasingly would lean on "throwaway" products.

"The boilable pouch, the disposable paper bowl," Chandler shows "are symbols of trends that are really just getting started. These throwaways are cheaper than electricity—cheaper than an electrical or a manual dishwasher—at \$1.50 an hour. And this doesn't count the cost of water, detergents and breakage.

"The average housewife spends an average 60 to 80 minutes daily, washing 115 dishes for a family of four. She can use 12 Fonda paper plates for 15 cents.

"Paper plates used to be sold primarily for picnics in the summer. Now the 'season' is six months long—and lengthening. The informal-living trend is growing inside, too.

"Restaurants are also starting to see their advantages. . . . The Hamburger Heaven chain was our first break in New York City."

Already Stan-Pak offers bags that dissolve in cooking. To the consumer, Keenan says, they would introduce factors which actually contribute to the meal. This may be done by releasing built-in flavor or aroma—or assuring proper protein count.

"And why not detergents that come unit-packed, so that a little round ball of correct dosage can be tossed into the dishwasher or washing machine?"

The company spends \$1.5 million annually on research and development.

In six years Stan-Pak has spent \$2 million to develop flexible vacuum packaging—cellophane, pliofilm, polyethylene—and the machinery to make it. This year flexible packaging is expected to produce \$11.2 million sales.

"For each quarter of 1959," Keenan explains, "we have scheduled new and improved products. Each researcher must tell us in each report period [four weeks] of his progress on his 'baby.'

"While we've cut the cost of operations, we haven't economized on research, or on sales and advertising. On each new product developed the 'area' responsible gets credit for 5% of sales for three years. On each improved product it gets 2½% credit for two years."

(continued on page 42)

## Stan-Pak's Research Exploits Laziness

Tomorrow, more than ever, our life will be "disposable."

So thinks R. Carl Chandler, board chairman of Standard Packaging, who, together with chemist-President Dr. John A. Keenan, has changed the company from primarily a maker of milk-bottle caps and sealing machines into the "most fully vertically integrated" packaging concern, with 14 country-wide divisions manufacturing and applying pulp paper and paperboard, flexible films and aluminum foil to packages and consumer products.

The growing market for disposables

is a natural for Stan-Pak and while officially listing 53 research products now under way, Chandler points out that "actually more than 100 are in the works.

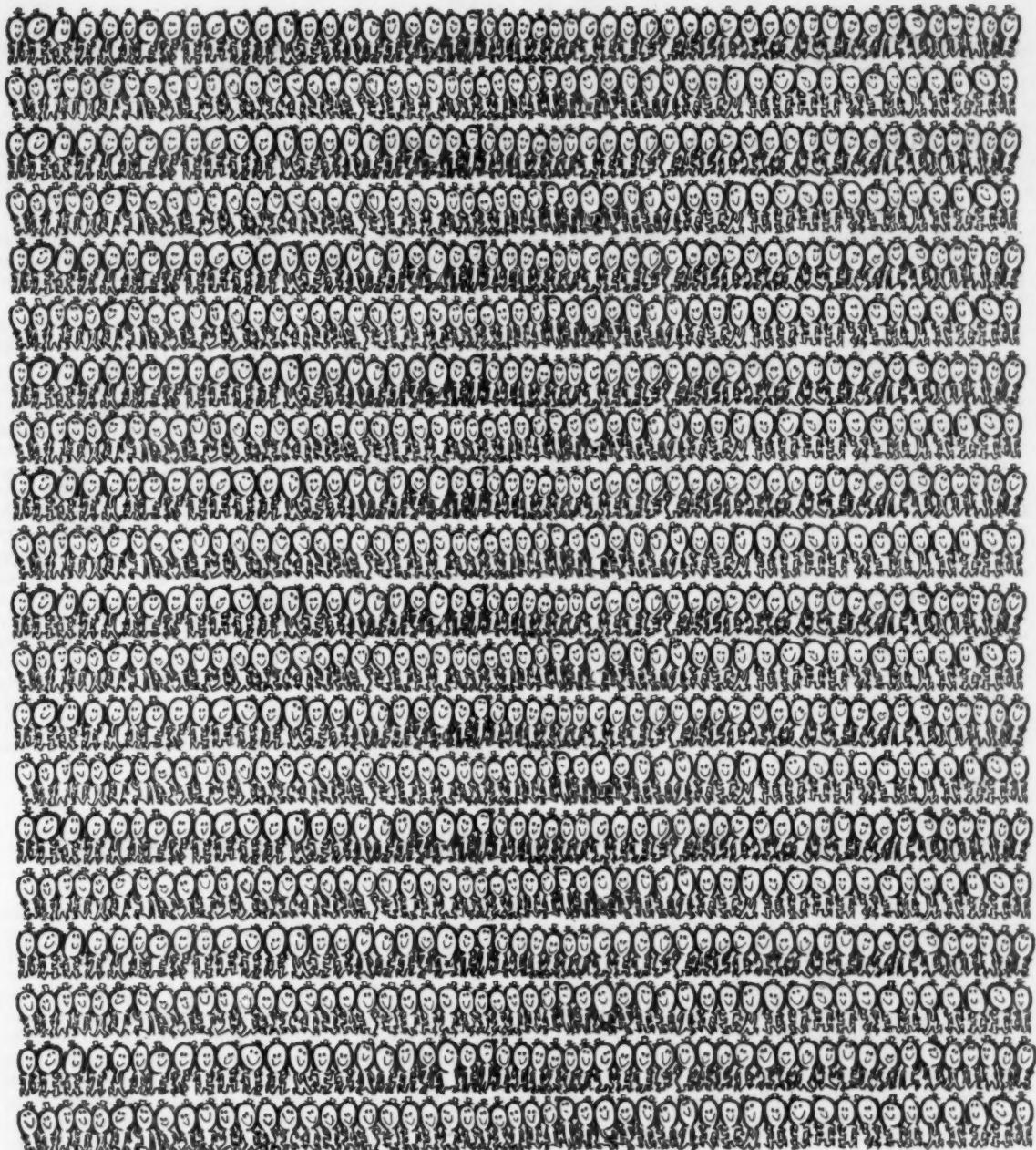
"Increasingly, our growth will stem from research and development, improved product lines, and more effective selling."

In a 1956 study Stan-Pak found:

1. By 1965 the population would increase 17%.
2. Only 10% of this increase would be available for the labor market.



**EASY DOES IT:** The boilable pouch, says strategist Chandler, is a symbol of a trend toward products that lighten the housewife's workload.



It would take **1,000** salesmen, making 10 calls each per day, more than 11 years to make as many face-to-face contacts as you get from 1 ad page in 1 issue of the Post. Alfred Politz' study of Ad Page Exposure proved: 29 million times each issue, someone turns to your ad page in the Post! Isn't this the kind of selling you want your advertising to do?



## Salesmen Set Own Targets for Tomorrow

"Each of our field salesmen sets his own target, in terms of his market potential," says Richard W. Koch, vice president and general sales manager of Standard Packaging.

"On the strength of their 1958 performances," Koch shows, "70% of our men got salary increases this year. But this year's 50% higher goal—from \$62.6 million to \$97 million—covers both salaries and a 20% incentive base. There's no ceiling. Some men will double their salaries."

"They—and we—don't project just on past performance. We don't pause to glorify last year's achievements. We're too busy planning, organizing and making the most of tomorrow."

"A man's potential is worked out not only in terms of the expanding market, but in the light of the more and better products, more and better equipment and merchandising aids to customers that we provide for him."

In October Koch asks each field manager and salesman to make his own forecast for the next year. These are reviewed by the 16 district and four regional managers, and then by Koch in New York City with the product division managers.

Starting in January, Koch holds a round of field sales meetings. After each one he sits down with each individual salesman and then with his manager, to report the company's decision on each individual forecast.

When a man's net sales exceed his sales-incentive base, he is paid at the rate of 1½% on this additional volume.

The main exception to this rule is "windfall" accounts—opened and/or controlled by management and turned over to a salesman. On these accounts net billings are credited at 25% for the first \$100,000, 10% for the second \$100,000, 5% for the third \$100,000, and 2% for all over \$300,000.

Most men make out well without windfalls.

In 1958 one man—whom we'll call Joe Jones—made a forecast of \$262,000, but actually billed \$354,000. His salary was \$7,000 and his incentive base \$50,000 net sales. Thus his earned incentive brought him an additional \$4,557, or \$11,557. But because his expenses were \$209 less than the rate budgeted for them, this \$7,000 man received a further incentive.

In 1958 Joe Jones was paid \$12,508. For 1959 Jones, working the same

territory, has been forecast at \$420,000—or 60% more than his forecast for 1958. His incentive base has been raised to \$90,000 and his salary to \$7,500. But with \$4,950 expected extra incentive, and probably a continued low ratio of expenses, he is expected to make \$13,650.

Compared to five sales divisions in 1954, Stan-Pak now has 17. The 128 men in this varied force average 36 years of age—and have had an average of 12 years' experience in selling packaging.

Recently named a company director, Koch became Sales vp for Stan-Pak in 1957, after two years as marketing consultant to Continental Can. Previously he was vp of Dixie Cup, specializing in marketing, sales administration and market research, and before that, for nine years, with Owens-Illinois Glass Co.

"Each of our men is a specialist," Koch says. "But we're broadening them. Five men, for example, now call

on Borden. Borden would rather have just one. In two or three years, we'll be able to reduce Borden's callers to two.

"While getting broader, we're also going deeper: On bigger customers we now call twice a week. Salesmen's efforts are supported by package designers and engineers.

"Most of the men stay in their own specialist divisions. But some concentrate on wider and more frequent service to large accounts."

Though Koch himself has taken on 10 of these, he hopes in time to turn over some to field men.

Newcomers to the sales force are told about "exceptionally fine growth opportunities . . . with an expanding company in this relatively new industry." Stan-Pak combs the colleges for them. Not counting those who come over through acquisitions, the field force is expanding 25% annually.

Beginners are trained for three months. They learn about various functions and work in several divisions before training for four weeks with a specific division. Then they are trained for six weeks on the job.

At the end of his first three months a young man is put on an "incentive" basis.

He starts making his own big plans.

## Ad Budget Quadrupled to \$1,250,000

To develop the sales of newly-developed and -acquired lines of products, Standard Packaging has more than quadrupled advertising-promotion expenditures, from \$300,000 in 1958 to \$1,250,000 allocated for 1959. (Smith, Hagel & Knudsen, Inc., New York City, has the advertising account.)

Thus, promotionally, already Stan-Pak claims to rank among packaging's leaders.

► Until now advertising of this 40-year-old company was predominantly in business publications. This year's threefold program involves a corporate campaign in business publications and divisional campaigns in various business and consumer media.

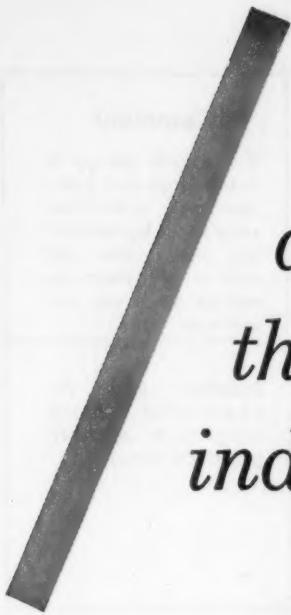
Two divisions acquired in 1958, Eastern Fine Paper & Pulp and Royal Lace, already have scheduled, respectively, \$100,000 and \$242,000. New consumer advertising efforts will get the bulk of the \$111,000 already budgeted for Fonda Paper Co., paper cups, plates and bowls. In addition to \$28,500 for trade advertising, the Flexible Packaging Division has bud-

geted \$105,000 for Parade, This Week Magazine and First 3 Markets Group.

Eastern's schedule embraces 22 publications in the "end user," "supplier" and "merchants" groups—the list ranging from Business Week to office management, printing, lithography, advertising and paper publications. Royal Lace's list includes general, women's, farm and newspaper magazines and The Christian Science Monitor, as well as hotel, restaurant, hospital, merchandising and paper-trade publications.

Fonda has scheduled four women's and eight business publications. A corporate promotion involving all packaging divisions runs monthly in Modern Packaging and Packaging Parade. The Modern Packages (in the Far West) and Johnston Foil divisions run business-publication campaigns.

The space-and-time total already scheduled comes to \$621,000. Production costs, sales promotion and public relations costs and additions to present schedules—including a consumer contest, now being launched—would lift Stan-Pak's 1959 advertising total above the \$1-million mark. ♦



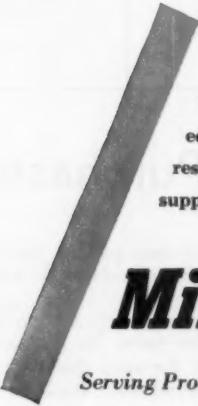
# *advertisers are out after, the broad, expanding industrial market*

Their aggressive action is reflected in the increased advertising of capital goods, machinery, equipment and supplies in the leading all-industry publications.

Here's the record for the first quarter, as reported by *Industrial Marketing*:

MILL & FACTORY .....	527 PAGES
FACTORY .....	517 PAGES
PLANT ENGINEERING .....	434 PAGES

Total: 1,478 pages of advertising to the mammoth buying potential of the expanding industrial market.



**MILL & FACTORY** is the only single publication edited 100% for the men known to be directly responsible for the methods, equipment and supplies used in Production and Maintenance.

a Conover-Mast Publication  
205 E. 42 St., New York 17, N. Y.

## **Mill & Factory** NBP BPA

*Serving Production & Maintenance Engineering*

## Payment in Stock – Plus and Minus

Plan	Advantages	Disadvantages	Comment
<b>Stock Bonus:</b> Your next bonus is paid in company stock rather than cash.	An effective means of enforced saving. You have the stock without any payroll deductions.	The stock is fully taxable on top of your other compensation. You have to pay the tax with other funds or sell part of the stock.	If a stock bonus is extra large one year, you can sometimes save taxes by spreading its receipt out over a few years, to reduce your top tax brackets.
<b>Stock purchase through payroll deductions and accumulation of dividends.</b>	You own stock right away, but you owe the company money. If the stock goes up in value, you can sell at a tax-favored capital gain. Dividends are additional enforced savings.	You owe the company money which has to be paid even if the stock goes down in value. Dividends are taxable and again other funds must be used to pay the tax.	Excellent plan for companies whose long-term growth prospects are good.
<b>Stock purchase through payroll savings plan:</b> Payroll deductions accumulate until there is enough to buy stock outright.	You get the stock only when it is paid for and you don't owe your company money. Stock may be offered to employees at a discount.	Accumulation usually is slower than under dividend - payment plan.	Discount on bargain purchase is taxable. Tax must be paid from other funds.
<b>Special class of management stock:</b> Payment of full value for low priced class of stock with high potential earnings.	A possibility of large capital gains if the stock goes up in value. Only half of capital gains are taxed, and never at a rate of more than 25%.	Special stock may not be readily salable except back to the company.	Often limited to top management. A special sales subsidiary stock often may accomplish the same purpose, such as Dearborn Motors-Ford Motor Company deal a few years ago.
<b>Restricted stock option:</b> An option to purchase employer stock at not less than 85% of market value. Option cannot be exercised for two years after granted and stock must be held for six months.	Offers potential capital gain at no risk, as option need not be exercised unless the stock goes up.	The employer does not get a tax deduction for any spread between the option price and the market value at any time.	Frequently limited to top management. A sticky personnel problem as to who gets restricted options and who doesn't. Tax consequences are definite, but less useful for an unlisted company's stock.

## The ABC's of Stock Purchase Plans

By ALLAN J. PARKER  
of the New York Bar

Should you take part of your pay in stock? Many executives do for tax reasons.

You and your family live on what you keep after taxes. So does everyone else, but the sales executive is a somewhat special case. He finds him-

self with a possibly fluctuating income, heavy expenses, and a virtual necessity of keeping up appearances. All of these on top of heavy income taxes make it difficult to save for his children's education and his own retirement years by his own efforts.

# THIS AD

is part of the week-in, week-out advertising Paine, Webber, Jackson & Curtis runs in The New York Times. Paine, Webber are members of the principal stock and commodity exchanges. They schedule at least one advertisement every week of the year in The Times, and occasionally on a more frequent basis.

# PRODUCED THIS RESULT

Reasons for this consistent use of The Times? The Times builds better business, says Advertising Manager Luttrell Maclin. "On a cost-per-inquiry basis . . . and the quality of the people who respond. The Times is read by people who matter — the kind who make profitable investment customers for us." Here is another example why today, as always, it pays to advertise.

# IN THE NEW YORK TIMES

first in advertising in the world's first market

JUNE 5, 1959

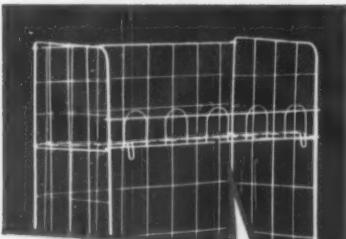


**It's FUN to work in  
IDAHO**

... because your work is near your play. This means energetic workers, a more stable labor force. Bonus benefits to expanding industry are favorable tax rates, untapped natural resources and abundant industrial energy. Best of all, Idaho wants to share it all with you.

**Idaho Welcomes Industry**

For full information write to the Idaho Department of Commerce and Development, Room 597, Capitol Building, Boise, Idaho.



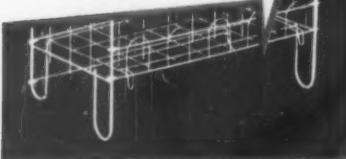
**It's what's up front  
that SELLS!**

Effective Displays do the job in today's fast moving merchandising world. Put your product in the "up front" space. Show more—sell more!

For new ideas in displays, write

**STAINLESS METAL  
PRODUCTS, INC.**

(Wire Products Division)  
P. O. Box 8213  
Chattanooga 11, Tenn.



For example, it has been calculated that for a fifty-year-old executive to assure himself at sixty-five an income equal to half his salary after taxes, requires, on a \$25,000 annual salary, annual savings of \$8,700, or 46% of salary after taxes. Who can or does save that proportion of his salary? In fact, for executives as well as office personnel, the most effective savings plan is a payroll deduction plan. Most stock acquisition plans have this built-in feature of regular savings.

One form of saving for the future, of course, is the qualified pension plan which defers taxation of amounts set aside for future pensions until the pensions are actually received. Moreover, the pension fund is free from income taxes on the money which it earns for accumulation.

► However, the law says that a company, in setting up its pension plan, may not discriminate in favor of officers or highly compensated personnel. Accordingly, many corporation pension plans, with social security payments, provide an executive with a retirement income for bread and butter, but not much jam. You cannot, and, some top managements feel, you should not leave all provision for the future to the Government or the company.

More spectacular benefits for saving for future retirement are available through capital gains or just plain increases in value of your company's stock in your hands. These benefits are tax favored. Only half of capital gains are taxed, and never at a rate of more than 25%. Of course, increases in value without a sale aren't taxed at all.

Employee stock purchase plans permit an executive to build for the future as his corporation's stock in-

creases in value. The advantage to the executive is that his purchase price for the stock is generally fixed, and if the stock continues to increase in value, he obtains the benefit of this increase at no cost to himself. If he ever sells the stock, after holding it at least six months, he is taxed only at capital gains rates.

Moreover, ownership of an income-producing asset, such as corporate stock, permits the executive, if he likes, to take advantage of numerous other tax-saving opportunities. For example, suppose you have to raise money to send your son to college and must sell some of your stock. If you sell it, you pay a capital gains tax on top of your already high income, close to, or at the rate of 25%. You could, however, give the stock to your son and let him sell it and pay his own college expenses. Presumably your son has no other income, and therefore would be in a much lower tax bracket than you are. The tax saving is substantial—if you're confident Junior won't take the money to buy a sport car.

Or a trust, lasting at least ten years, could be established for the benefit of your daughter. The income on the stock in the form of dividends would then be taxable to your daughter and not to you, the parent. Again, there is a possibly significant tax saving, as presumably your daughter, having no other income, can receive up to \$700 of income each year without paying any taxes at all. Beyond \$700 she starts paying taxes only in the lowest bracket. And, remember, this ten-year trust can be duplicated for each child if there is more than one. So taking part of your pay in stock can often be a good way to build sound values for your children's education as well as your own retirement. ♦

**Just to Keep Even**

"Using 1951 as a benchmark for national advertising," says Jim Shenfield, director of product marketing, Campbell Soup Co., Camden, N. J., "it will require a budget 2 1/5 times as large in 1959 just to permit an advertiser to maintain his position in the national market and to give his product or service the same relative advertising support per dollar of sales potential as he had in 1951."





The Greeks had a word for it. In Canada it's just sound advertising strategy.

When *one* magazine is welcomed into four out of every ten homes . . . it rates top place on any media list.

Because of this, there is an increasing tendency on the part of advertisers to concentrate in Weekend Magazine. Last year they invested \$8,748,553, in its advertising pages. This was 80% more than was spent in any other magazine in Canada.

Weekend Magazine, with its French language edition, Perspectives, has a circulation of 1,700,000. This is a good

700,000 more than any other magazine in Canada. It provides a coverage in Canada equal to the combined coverage of Look, Life and The Saturday Evening Post in the United States.

Here indeed is *concentration*. A single medium through which you tell your selling story in monotone or in full color to the biggest single magazine audience in Canada.

Facts like these clearly point to Weekend Magazine, with its French language edition, Perspectives, as the natural foundation for any well planned selling campaign in Canada.

***The biggest single  
selling force in Canada***



*Represented by:* O'Mara & Ormsbee — New York, Chicago, Detroit, Los Angeles, San Francisco

# YOUR ADVER McGRAW-HILL SELLS YOUR

More than 1,300,000 key businessmen pay to read McGraw-Hill publications. They are qualified to buy for their companies . . . and they respond to advertising. Their direct quotations, reproduced here, have been taken from continuing readership studies sponsored by McGraw-Hill, including 'Reader Feedback', Starch and Mills-Shepard.

"I read the ad, then contacted the salesman and ordered this lubricant for the trucks."

Maintenance Foreman,  
Coal Mining Co.

"I ordered their special paint for metal surfaces after seeing the ad. We've been using it ever since."

President,  
Equipment Manufacturer

"Through an advertisement, I became aware of their pressure transducers. I had been looking for some, so I told the Purchasing Department and an order was placed."

Senior Structural Test Engineer,  
Aircraft and Missile Manufacturer

"I clipped this ad, had the Purchasing Department request that a man from their factory come in with information."

Manager of Engineering,  
Food Products Manufacturer

"I need this material they're advertising, and will take steps at once. I intend to order."

Vice President,  
Pen, Pencil and Lighter Manufacturer

"The ad helped me decide. I put in a requisition this morning to get some to try out."

Card Room Foreman,  
Cotton Yarn Manufacturer

"I'm exploring the possibilities of the data processing they advertised. In fact, I called the local representative and asked when we could get together to discuss it."

President,  
Steel Tube Manufacturer

"I went ahead and specified these bearings they advertised for work I'm doing."

Design Engineer,  
Consulting Firm

# TISING IN PUBLICATIONS PRODUCTS!

"The ad showed new products in which we were very much interested. We needed some, and have theirs on trial now."

**Plant Superintendent,  
Spring Manufacturer**

"I was looking for an item of this type. It can save us many production hours. I'll contact their local distributor."

**Purchasing Agent,  
Screw Machine Products Manufacturer**

"It's a new pumping principle, and we are thinking of using such a device. I have already received the information I requested from the ad, and will probably purchase this pump."

**Vice President,  
Chemical Company**

"We had a problem with our motors, and this ad answered it. We are going to need new equipment, and will definitely consider these our first choice."

**Manager,  
Mineral Company**

"I bought fifty of the model advertised and put them into service. I'm well pleased with the work they do."

**Superintendent,  
Electric Utility**

"We will probably equip with their pumps. This ad helped back up my decision."

**President,  
Oil Distributor**

Advertising is a primary tool in selling to business and industry. Your McGraw-Hill representative will be glad to furnish additional evidence of the buying action you can stimulate by concentrating your advertising in the McGraw-Hill publications serving your major markets.

**McGraw-Hill**  
P U B L I C A T I O N S

McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK 36, N.Y.

JUNE 5, 1959

49

# How to Go "National" in a Hurry

Barksdale Valves found that it was separated by most of the continent from its biggest potential customers. What to do? Through careful recruiting, training and coddling of manufacturers' reps, it not only went national, it went international.

Based on an interview with  
L. S. Barksdale, President  
Barksdale Valves, Los Angeles

We were not going to be just another regional supplier of valves.

But our problem was how to be something else. We had a good product, a good crew and wide acceptance in our immediate territory. We were all young, none over 50 today, we were ambitious and had visions of expansion. Our sales reports showed that our biggest profits came from sales to original equipment manufacturers—and according to all procurable data most of these manufacturers were in the East. We were in Los Angeles.

So we went national.

The call cards of our Los Angeles salesmen (they've been improved since then), when analyzed, pointed pretty definitely to manufacturers' representatives as the best and quickest route to national sales.

Today we have 48 domestic and 17 foreign manufacturers' representatives pushing our 26,000 items to over 13,000 steady customers and we didn't enter the foreign markets until 1956. We'll add more representatives here and abroad as fast as we can find men that meet our specifications.

What are these specifications and how do we find men to meet them?

At first we relied on inquiries to ads in business magazines and on customer recommendations. We made the usual number of mistakes in our haste to get national coverage, none serious, thank fortune. And one was downright amusing to the rep and his men.

It was a prime territory, the representative had other lines of good quality and a crew of three. We went in there to personally introduce our line as it was then unknown in that area in spite of these rep's having had it for some time. After meeting with them and outlining our objectives and the advantages of our equipment I went out with salesman #1. He chose a prospect 40 miles away as the most

likely user of our products. Prospect did have a potential but not for a long time afterward. This was also true of another one 40 miles in the opposite direction. Returning late to our base we spent dinner and the evening with the salesmen demonstrating our products. We turned in late, #2 was to pick us up at 6 a.m. for another 40-mile drive in the opposite direction. We repeated our sales pitch for #2's prospects, miles apart, who should have been tail-end Charlies on the call list. Back to base again, dinner, evening confab and late to bed for #3 had a "live" prospect to call on first thing tomorrow. Two breakfasts, another 40-mile drive, both

morning and afternoon in approximately opposite directions, and we talked, just talked, with two other prospects, neither of them rating top on the list of prospective customers. We then went through our usual dinner, long hours in the hotel room, demonstrations, and talks.

In the meantime, tired out from wasted travel time, much talking and analyzing our calls, we came to the conclusion that the rep and his crew were giving us the old razzle-dazzle treatment for the guy from the home office. So, when the rep himself set up a 6 a.m. date for the following morning, I declined and told him why. He hemmed and hawed and finally ad-



CURRENT SALES FIGURES look good to L. S. Barksdale (r.), owner-president and M. C. Nelson, vp and gm, guiding lights behind Barksdale Valves' nine-year rise to industrial prominence. From a cattle ranch in Colorado, Barksdale (BS in ME, Colorado State) held engineering positions with some of the nation's leading corporations before founding Barksdale Valves. Nelson, with a Stanford University degree in engineering, joined Barksdale after naval service and in four months was persuaded to give up engineering for sales to build up that department.



*Check the Top 50 Shows! Latest ARB*

	TOP 10	TOP 50
WTVT	8	38
Station B	2	11
Station C	0	1

*Check these 10 top-rated shows! (ARB based on 4-week average)*

SHOW	STAS.	RATING	RANK
Wagon Train	B	48.8	1
I Love Lucy	WTVT	45.2	2
Gunsmoke	WTVT	41.8	3
I've Got a Secret	WTVT	41.6	4
Perry Mason	WTVT	40.6	5
State Trooper*	WTVT	36.2	6
Ernie Ford	B	36.0	7
Sheriff of Cochise*	WTVT	35.9	8
Highway Patrol*	WTVT	35.7	9
Rescue 8*	WTVT	35.2	10

\*Note—4 WTVT syndicated shows in top 10

*P.S. Nielsen for March, 1959, also confirms WTVT's dominance.*

*station on the move...*

**WTVT**  
TAMPA - ST. PETERSBURG  
CHANNEL 13

The WKY Television System, Inc.

**WKY-TV WKY-RADIO WSFA-TV**  
Oklahoma City Oklahoma City Montgomery

Represented by the Katz Agency

mited that his men could not afford to sell Barksdale products. They were too busy on established lines and certain income to do any pioneering. Perhaps those men are still chuckling over the run-around they gave Barksdale, but it gave us a valued sales lesson. We cancelled his contract and rewrote ours.

Today we use every source available to set up territory before we think of the manufacturers' rep for that area. We cannot follow geographic lines, nor the main auto routes. We carefully map the area as to its possibilities, using government statistics, chambers of commerce, studies of industry and trade and business periodical research. (Yes, he uses Sales Management's Index of Sales Activity.) Then we check and re-check that data to learn the possible earnings in the area for a good manufacturers' representative before we seek out the rep.

► Our division sales managers, eastern and western, are constantly seeking recognized talent in the manufacturers' representative or agency field. We contact the local chambers of commerce in the area, we ask purchasing agents to suggest good men. We advertise at times in trade and specialty magazines and carefully peruse all catalogs in the metal working field for leads. We ask the chambers of commerce to publicize our needs and don't forget to ask the trade papers and their representatives for likely prospects. Then, too, our own men are productive along these lines.

From a carefully analyzed study of the returns, we do an organized job of recruitment. We get the pattern for our choice of, say, three or four representatives covering that area. Then we make a close study of the other lines carried by each of these reps. They must be of top quality as we don't want our line jeopardized by being associated with inferior lines which might later lead to trouble.

Our representative, in the minds of our customers, is "Barksdale." But if the "Zilch" product in his line turns sour, the buyer unconsciously turns against Barksdale as well as against Zilch and the rep. We bumped our nose on this problem once and received a valuable lesson, causing us to rewrite part of our contract form.

By this time our choice is down to perhaps two potential reps. We check their backgrounds seeking information not found in published form. We ask their customers for comment on their ability and do likewise with the manufacturers they currently represent. One of our division managers finds ways to meet them socially, if possible. If the report is satisfactory, we arrange a meeting with the prospective representative on his home grounds, asking for a full day of his time.

In the meantime our division manager has re-checked the data on the territory and possibly added some later developments in the area, such as a new plant or a competitor's move. He makes the first part of our presentation for a prospective rep. An executive from the home office is always present at the meeting with full authority to commit our company. We don't lose sight of the fact that the representative is the head of an organization and should be treated accordingly. He is a businessman or he wouldn't have lasted long as a rep. What is better for future relations than having him meet our top man or men at the first meeting? . . . and it saves a lot of letter-writing as decisions are made and kept at that meeting.

We show him our list of reps in other areas. We outline his territory and tell him the reason for establishing it, regardless of the usual geographic limits. We present him with all the data we have collected on the area—including current volume and major customers, plants by type, our forecast of increased business—and

then ask him what he anticipates would be the right dollar quota for the specified territory.

Invariably he is much lower than the quota we have set. We cite the case of one man who thought \$2500 a month would be all he could produce and how we convinced him that, under our setup, he would be doing \$4000 in six months. And he was, in less than that. We tell him how we arrived at our figures. A careful study of our own call reports in L. A. showed that initially our salesmen spent just seven and a half hours a week in front of a buying influence in a customer's plant. By developing a more efficient system of calls and some serious sales training our men were able to double the number of calls in 18 months until they were spending a minimum of 17½ hours a week in talking to a buying influence.

Then returning to our cited case, we tell how we asked the rep in question not for dollar volume but for effectiveness of applied effort. That if he would give us, under contract, one-half a man per month, which should total a minimum of 50 calls per month, we could jointly produce \$7,000 per month within a year. Actually it proved to be about \$9,000 per month. Sales efficiency, we explain would boost any quota he set figuring metal tonnage or dollar sales. By comparative graphs and charts on his territory we take him through the same procedure step by step, and then ask if he wants to discuss contract.

Our contract form covers nearly every contingency. It can be made to fit special situations providing they do not go against our established sales policy, which is printed and furnished to each member of the representative's staff.

It reads in part:

1. Barksdale Valves and their individual representatives are to agree to a minimum monthly-call quota for each calendar year.
2. Once agreed, it is the responsibility of the representative to forward call-report cards to Barksdale Valves on a daily basis.
3. Non-compliance with this policy will be sufficient reason for cancellation of the representative's contract.

Quantity discounts for single shipments, for scheduled purchase order, general discounts, spare parts and re-work discounts, order-cancellation policy, returned merchandise, credit, obtaining information on field trouble and the policy for requesting special valves, are among the points covered.

One point, not covered in policy form, but stressed in all our dealings

### From Zero to \$6 Million in Nine Years

Lilburn S. Barksdale was formerly president and co-owner of Saval Inc., a leading manufacturer of aircraft control valves. His demand in 1948 for a \$50,000 advertising budget to promote a line of industrial valves and his partner's subsequent rejection of that "huge promotional budget" was his prime motivation in setting up Barksdale Valves as a solely-owned firm in an abandoned store building next to a Greek restaurant. In its nine years of operation the company has, without raising its initial prices, risen to an enviable position among the top five in its field. From the \$12,000 loss ("due mostly to starting expenses") of its first year, Barksdale has come up to a contemplated total sales of close to \$6,000,000 for fiscal '58-'59.

# All about Home Managers

Some people — most people, in fact — just run their homes. But there's a special group that actually manages them, relying on the most modern techniques and data. They're the executives of home life. By well-thought-out planning and spending, these home managers are able to enjoy the newest luxuries and conveniences. And they have money to spare to satisfy whims. American Home is the magazine that caters solely to the interests and tastes of home managers. They rely on it confidently for the facts on everything to do and buy for their homes. And, in turn, American Home sets you up with 3,600,000 home-manager families — over 12,000,000 readers.

**PROFILE OF THE HOME MANAGER.** What makes American Home Managers different from other people? For one thing, they're younger: higher percentages of American Home's adult readers are between 18 and 44 — and have children under 18 — than those of any other mass home-service magazine. And 47% of American Home's readers live in Suburbia.

**INTERESTS CENTER ON HOME.** It's what people do and buy for their homes that pays

off in sales. And there's no topping home managers in these respects. In 1958, 46.2% of American Home readers painted or redecorated their homes; 17.2% made major home improvements. An average of 20% of the families actually buy ingredients recommended in American Home food recipes each month. To date, some 58,000,000 recipe envelopes have been sold to American Home readers. And a larger percentage of American Home families spend more on furniture, etc., than any other mass magazine. They take on other activities and buy every imaginable home product with similar vigor.

**IDEAS FOR HOME MANAGERS.** Percentage-wise, American Home devotes more editorial to building, recipes, meal planning, home furnishings, decorating, appliances and similar home-service features than any other magazine. And it provides home managers with the ideas and data they need to manage their homes most efficiently . . . to get the fullest possible benefit of everything for modern living. Such rapport between editorial content and reader interest accounts for the unmatched sales power of American Home.



A CURTIS MAGAZINE — READ BY 3,600,000 FAMILIES

with reps, is that the salesman is not to confuse the buyer by offering other products in his line when calling on a Barksdale prospect. This call, we feel, is for our joint benefit and sharing it with other products will profit neither of us. The call-report cards soon turn up any instances of the twin or multiple call.

Split commissions are based on the originating order, as far-flung plants with central buying are bound to cross territorial lines. Claims for split commissions must be made prior to company receipt of the actual order.

With the contract signed, the representative is immediately brought out to our plant in L.A., at our expense . . . We ask him not to make any calls before our sales training course . . . Here he is given a solid week of carefully organized sales training. We use every tested sales training technique that we can, tape, records, visual and oral instruction, in a special class room isolated from all disturbances. We run sales training courses every 60 days while our district managers hold refresher sessions with the rep's staff every two or three months.

We have learned through our call reports that it is vital for the salesman or rep to contact all possible persons with buying influence on all accounts. We don't want to go over any one's head and we advise the reps not to pass up the least one of these buying influences; he might be a chief next time around.

► We feel that communication is of prime importance and spend a good deal of time on that subject because it is from the daily call reports that we analyze our situation, develop new territories and new products. These reports, when carefully analyzed, also forecast possible trouble spots so that we can put into operation a palliative or cure before it's to late.

Each salesman working for a rep is furnished with a set of daily call-report cards. These cards are padded in duplicate, the carbon being a pre-stamped post card addressed to headquarters. We've done everything possible to keep the paper work of the salesman to a minimum yet to give us all the necessary information. Check marks on the form cover most of the standard information. In addition to spaces covering our various products we ask about: present competition, factory action required, will business result and if yes, when and on what specific unit and how many per year.

On the Daily Call Summary and Evaluation report, in addition to a compilation of calls (with six spaces) we ask by check-mark if it was a profitable day, an average day, or a

poor day, and which of our product lines was presented. This form, also padded and perforated has a heavier cover. The cover carries five sales training points on closing, on the inside front. Inside back cover tells how to create interest and preference, while the back cover tells how to overcome objections. The enclosed call report, similar to the other, carries more specific information and is used for original equipment manufacturers and for special valves.

► We emphasize in our sales training the use we make of these reports and how the compilation and analyses benefit both the salesman and the representative. We show how repetition of a problem in the call reports causes us to seek either a replacement of the product, the development of a better one, or new uses for it. We explain that we send these selling aids every week in our sales-aid letter along with design-changes or new product information.

In addition, we give each salesman a compilation of material on sales planning. This explains the value of the call report in raising sales efficiency. Sample questions to be asked: "Why am I calling on this customer today? Are there other accounts in this area that will allow me to save travel time and therefore increase my sales time?" . . . "Will business result?" ("If not, what am I doing in this plant?") . . . "How many units will sell here per year?" ("How much money will I make for the sales time I have spent?"). All tend to make the salesman more conscious of the fact that the efficiency of his total sales effort is much more profitable than mere applied effort. The space for comment at the bottom of both forms is limited to six lines. If the forms have been check-marked correctly, there is very little writing required except on special valve orders. In this case we suggest that the men ask for a factory representative or engineer. In fact, we send an engineer only upon request of a representative.

We average three communications a week to the reps, some being new pages for the cat.log binder, some covering new uses and new products and then the sales progress letter. We have found that keeping the representatives fully informed creates more sales, reduces letter writing to a minimum and, better yet, it boosts the morale of our field force, making the men feel more a part of the company. Advance copies of all advertising is sent them as fast as proof sheets are approved.

We are primarily in the heavy industry field so our advertising (through

the Herman Schacht agency) is confined to catalogs, direct mail, and publications. This year we will invest between \$135,000 and \$140,000 in comparison to our first year's \$17,000 advertising figure.

Our initial promotion on a new product is considered as a part of the total production costs the same as tooling. We are constantly adding new products to the line and must keep the list of publications pretty fluid. At present we are using about 30 for three distinct campaigns. One campaign is institutional in approach, another covers new and special products and the third is "straight sell."

We forward every customer inquiry to the rep the day we receive it. (Our air mail outgoing is high, and incoming about 40% of the total.) A special card on the inquiry is placed in the tickler file and progress is checked after a reasonable time. With full knowledge of our advertising plans and the value of inquiries, our reps do better than most in follow-up. For instance, a \$700 investment in a special catalog brought in \$250,000 in new sales within thirty days. Thirty-five hundred dollars invested in one direct mailing paid out its advertising costs in 90 days.

► We have no house accounts. Our own Barksdale Company, a wholly-owned direct-selling organization, is operated on exactly the same basis as any of our other manufacturers' reps organizations. Its territory is as sharply defined and serviced in the same manner as the other reps'.

A plus in using manufacturers' reps not generally recognized is their fluidity, their ability to roll with the punches and come out fighting. Let me cite an instance: When oil drilling in California and Texas, one of our better sources of revenue, was curtailed by allocations of production, we were able to offset that loss in short order. We hit the road with a refresher sales training program. We added a few new reps and overcame the sales slump in less than six months.

We stress in our sales training that the reps cover all persons of buying influence and they find that it pays dividends. So much so, that we have forecast sales of a million a month by the end of our current five-year plan.

Certainly there are some headaches, dealing through manufacturers' reps, but no more than involved in an integrated sales operation, at least in our industry. Give them the facts, the forecasts, keep 'em informed and they'll generally come through with profit to themselves and to the manufacturer. ♦

"This is the size we use for the Growing Greensboro Market!"



*Write today for your free 1958  
Major Markets Analysis Bro-  
chure of all 280 Major Mar-  
kets.*

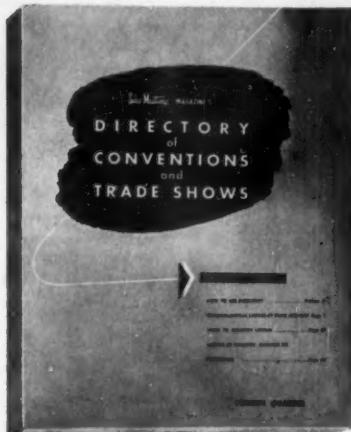
Sales Management Figures

**Take a look at the figures and you'll know that the only thing going to the dogs in the growing Greensboro market is dog food. There are more than 1,000,000 people within a 50 mile radius of Greensboro. It's one of the top distributing centers in the South, and the center of the greatest manufacturing area in the South. Greensboro Metropolitan Market is 15th in total retail sales, 20th in total income, 23rd in number of families, in the South. Sales come easier when you use the Greensboro News and Record consistently. Over 100,000 circulation daily; over 400,000 readers daily.**

*Only medium with dominant coverage in the  
Growing Greensboro Market and with selling  
influence in over half of North Carolina!*

**Greensboro  
News and Record**

**GREENSBORO, NORTH CAROLINA**  
Represented by Jann & Kelley, Inc.



## Could You Use a Complete List of Trade Shows and Conventions

**Lists all the shows and conventions long in advance  
18,000 events a year • Tells what's planned where  
Dozens of uses for your department • Only \$12 yearly**

Here is a complete guide to dates and sites of business and professional meetings and exhibits in both United States and Canada. *Sales Meetings' Directory of Conventions & Trade Shows* is an ideal reference to trade

shows—just the thing when you want to introduce a new product or investigate a new market. Creative sales executives can think of a dozen uses of this reference to meetings and shows—and this directory lists them all.

### Lists Trade Shows and Conventions in Every Industry. Have these facts on hand:

1. Name of each trade show and convention
2. Schedule of events for each city
3. Names and addresses of executives in charge
4. State fairs and public expositions
5. Dates of events long in advance

### TYPICAL COMPANY SUBSCRIBERS

Rheem Manufacturing Co.  
Ford Motor Co.  
Teletype Corp.  
Link-Belt Co.  
The Hertz Corp.

Hercules Powder Co.  
Zenith Radio Corp.  
Bendix Products Div.  
Encyclopaedia Britannica  
American Telephone & Telegraph

SEND COUPON TODAY • MONEY-BACK GUARANTEE IF YOU ARE NOT SATISFIED

#### Directory of Conventions & Trade Shows 1212 Chestnut St., Philadelphia 7, Pa.

Enter my subscription for one year to *Directory of Conventions & Trade Shows*—\$12 per year for 4 quarterly issues.

check enclosed       bill me

Name ..... Title .....

Company .....

Address .....

City ..... Zone..... State.....

Published by SALES MEETINGS (Part 2, SALES MANAGEMENT)

Number 5 in a series to American business on the multiplying growth at the top of the market.



## THE BOOM AT THE UPPER LEVEL



From 1948 to 1958, the U. S. saw an impressive increase of 22% in the total number of families.

**But within that growth were even more impressive percentages:**

**Families with incomes of \$10,000 and over increased by 235%**

**Those with incomes of \$7,500 and over increased by 253%**

**The number of overseas travelers increased by a remarkable 215%**

These people set the stage for a nation's dreaming



## ...MAKE THE MOST OF IT IN TIME

then—and they are doing it now. They are the Americans responsible for the boom at the upper level.

As an advertiser, you ought to get to know them better. For quite a few years now they've been making decisions, establishing trends, setting the styles of this nation locally and nationally.

Of course, they've been doing it with the consent (and even the admiration) of their fellow citizens.

And they ought to get to know you, your product and your company better. **TIME**, The Weekly News-magazine, can help you here. Most of these millions

spend a part of each week reading **TIME**, to keep well informed in every vital area of interest.

There are those who don't read **TIME**, of course, but they're surrounded by those who do. Surrounded by their **TIME**-reading friends, business associates, colleagues and families.

Advertising to these millions makes the great selling years in every field from finance to fashion, from appliances to automobiles. You can reach them with maximum effectiveness only in the pages of their favorite magazine, **TIME**.



A STEP INTO THE WOODS . . . weeks of discomfort. But now there's a new pill . . .

## How to Scratch a Market

By HARRY WOODWARD  
Human Interest Editor

The itch season is here.

You can get it from putting away the gardener's rake . . . you can get it from patting Rover after he's had a snooze amongst the weeds . . . you can get it while sitting on the front porch—if your neighbor is burning rakin's.

"It" is poison ivy. Eight out of ten people are allergic to it.

For some years a New York firm with Mexican laboratories, Syntex Chemical Co., Inc., a house specializing in hormones (it provides the intermediate products from which such 20th century wonders as Cortisone are developed), has had a serum that takes the bite out of poison ivy. But a couple of years ago Syntex realized that most sufferers from this granddaddy of all itches don't go to physicians for treatment. They go to the local druggist and mutter desperately, "Doc, have you got anything for this blasted itch?"

Syntex realized that even a bad itch can create a good market. And through research Syntex has been able to provide a poison ivy preventive in tablet form, called Aqua Ivy.

To acquaint you, as a member of the itching public, with Aqua Ivy, Sy-

tex is using national advertising and 800 coast-to-coast radio stations to carry spot announcements. It is telling its story in such publications as Life, Ladies' Home Journal, The Saturday Evening Post, Outdoor Life and five other national publications. It is, through the medium of direct mail pieces, courting physicians, consumers, druggists, drug wholesalers—and even camp directors.

Most people don't do anything about poison ivy, naturally, until it bites them. Then it's a case of curing the already distressing symptoms. Aqua Ivy doesn't actually cure—it prevents. Which means that the Syntex people have an educational job to do: They must sell the idea of using their Aqua Ivy before the season begins, which is rather like urging bicarbonate for a stomach ache that may develop day after tomorrow.

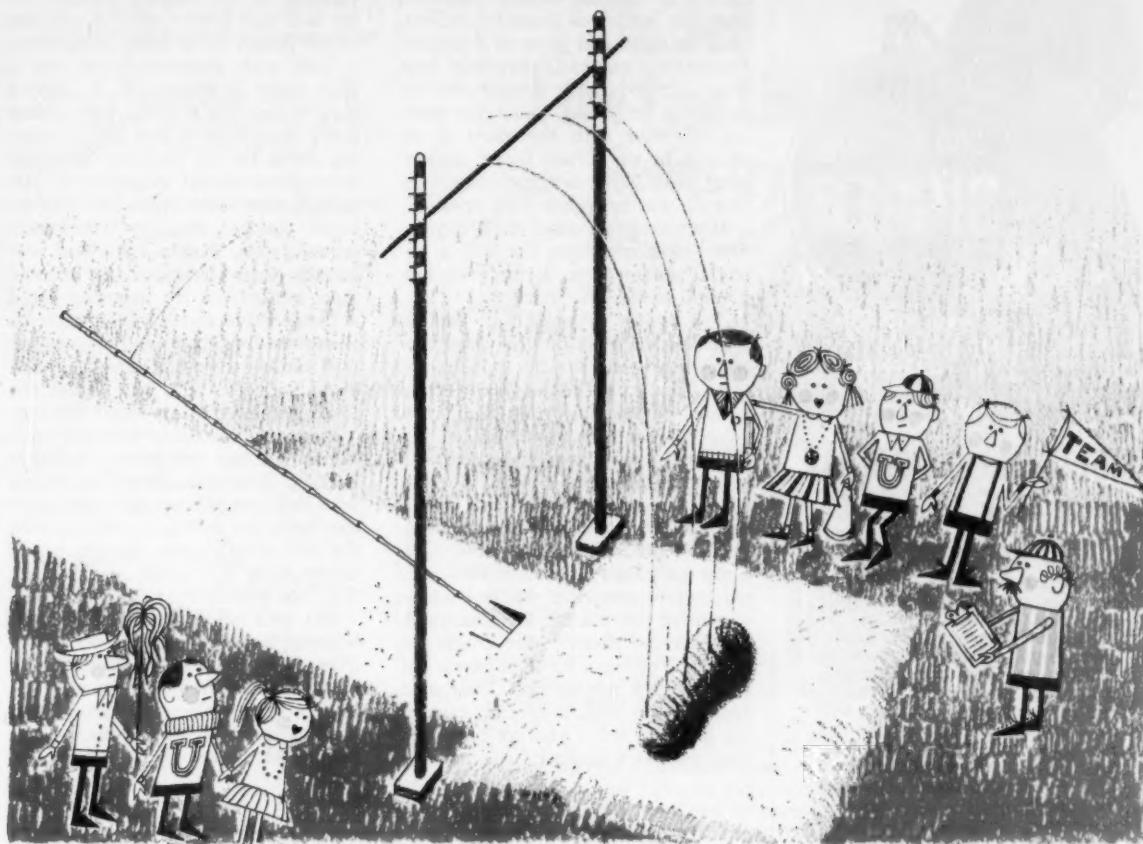
Announcement of the new medication was made at the June, 1958 meeting of the American Medical Association, where clinical reports were presented to show that the tablets are effective without the unattractive side effects and other drawbacks which have plagued physicians using other nostrums to beat their patients' itches.

A U.S. Public Health Service report of the dramatic experience of the U.S. Coast Guard with the new tablet was read. This pointed out that in a group of 254 men, clearing brush along the Mississippi River and heavily exposed to poison ivy, 95% had complete protection against the plant for a six-week period. Selected campers, belonging to the best-known youth group, were also given the tablets: 100 percent of those taking Aqua Ivy showed season-long immunity.

With such statistics as ammunition, Syntex began, early this Spring, to promote its product. Garven Dalgish, Syntex director of public relations, says that with time working against the company rather than for it, he lost no chance to get the product name before the public. (He even agreed to appear on the national TV show "To Tell the Truth," to get in a few words about Aqua Ivy.) Newspaper, radio and TV editors were mailed the Aqua Ivy story and Dalgish admits to amazement at how many of them picked up the story and gave it special treatment.

In the meantime, drug stores and wholesale drug houses were being lined up under the distribution plan

# SOMETHING MISSING

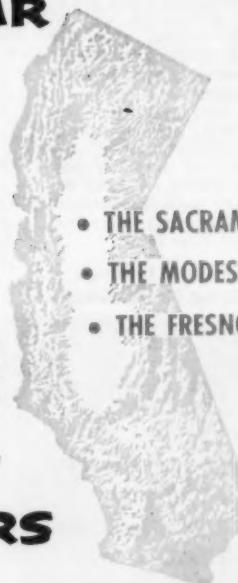


## ... LIKE CALIFORNIA WITHOUT THE BILLION-DOLLAR VALLEY OF THE BEES

- ✓ Actually, total effective buying income of more than \$2.9 billion
- ✓ As much buying income as all of these free-spending markets added together: Newark, Yonkers, Bridgeport, East Orange, Stamford, New Rochelle, Mount Vernon, Greenwich and Bloomfield
- ✓ Not covered by San Francisco and Los Angeles newspapers

All of the big spenders aren't in Suburbia. Out in California's incredibly productive Inland Valley, there's a whole marketful of people with billions to spend. Tell them your story in the newspapers that go home day after day — the Bees.

*Data Source: Sales Management's 1958 Copyrighted Survey*



## McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES ... O'MARA & ORMSBEE

McClatchy gives national advertisers three types of discounts . . . bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.



## MULTI-BILLION DOLLAR PIPE LINE INDUSTRY

The anticipated rate of growth promises near-record expenditure for the next few years. Natural gas pipe line construction will represent the largest segment of the U. S. pipe line market, with capital expenditures for lines, compressor stations, communications, corrosion protection, metering and other related equipment running well over a billion dollars. Add to this the crude oil and products lines, plus foreign construction, and there is a foreseeable total of almost \$4 billion.

Keeping in touch with all the buying influences in this scattered industry is a difficult task for personal selling alone. Only through the pages of the industry's specialized workbook publication, PIPE LINE INDUSTRY, can your sales message reach all the important buying and specifying titles. Maximum reader interest is demonstrated by the volume of reader inquiries, high standing on reader preference surveys, and the requests for article reprints.

PIPE LINE INDUSTRY offers you the most effective coverage possible of this specialized market—the men you sell and only the men you sell... at lowest cost. For the industry's most complete market data compilation write for PIPE LINE INDUSTRY Fact Book.

**Greater Petroleum Coverage  
Through Market Specialization**

**PIPE LINE INDUSTRY**  
Publishers of the  
**PIPE LINE CATALOG**

**GULF PUBLISHING COMPANY**  
World's Largest Specialized  
Publisher to the Oil Industries  
HOUSTON, TEXAS

that has gotten the product nationally marketed. Special counter displays, featuring bottles of Aqua Ivy tablets, were designed and given to druggists. Promotional material, purposely kept short but giving the druggist the information he needed about the product, together with the story of its success in the Coast Guard experiment, were in the druggist's hands before he was approached to stock.

Many druggists asked the \$64 question: "How can Aqua Ivy help a potential sufferer if he doesn't even buy it until he has the itch?"

And Syntex salesmen had the answer: Aqua Ivy will give immunity after approximately 50 tablets are taken. But it will lessen the effect of poison ivy if a customer should develop an ivy itch before he has finished his course of tablets.

In the meantime Syntex made a survey of summer camps and found that half of all respondents said poison ivy has always interfered with camp activities. More than 60% said poison ivy presents a problem where parents of the children are concerned. Not that the parents were concerned about the problem for themselves, but as one camp director said: "Just send Junior home with a rousing case of the itch and see if you get him back next year as a camper!"

Another survey, this one among the counties of the nation, brought out the fact that 94% of all U.S. counties report poison ivy as being indigenous.

With such statistics Syntex ran a pilot study in Elmira, N. Y., among drug stores. For a week, with almost every drug store in that area displaying Aqua Ivy on counters, druggists were given special incentives to talk to customers about Aqua Ivy. The interest among druggists' customers proved what Syntex had long suspected: Almost everyone has, at some time, had poison ivy itch, has found it disagreeable and is willing to try a recommended tablet as a preventative. And almost everyone who had suffered with the itch had found the usual antidotes to be slight comfort.

Syntex will probably have to launch future national advertising in early Spring. There will always be people who rush out to buy Aqua Ivy after they've begun to itch, or who develop the itch shortly after they've begun taking Aqua Ivy tablets and then insist, "the product's no damned good."

But with all except several states boasting luxurious crops of poison ivy (Nevada, with its scant vegetation, is one poison ivy-free state in case you need a hiding place), Syntex feels it has barely begun to scratch the surface of its market. ♦

### What Executives Do for a Living

As nearly everyone knows, an executive has practically nothing to do except to decide what is to be done; to tell somebody to do it; to listen to reasons why it should not be done, why it should be done by someone else, or why it should be done in a different way; to follow up to see if the thing has been done; to discover that it has not; to inquire why; to listen to excuses from the person who should have done it; to follow up again to see if the thing has been done, only to discover that it has been done incorrectly . . .

And . . . to point out how it should have been done; to conclude that as long as it has been done it may as well be left where it is; to wonder if it is not time to get rid of a person who cannot do a thing right; to reflect that he probably had a wife and large family, and certainly any successor would be just as bad and maybe worse; to consider how much simpler and better the thing would have been done if one had done it oneself in the first place; to reflect sadly that one could have done it right in twenty minutes and, as things turned out, one has to spend two days to find out why it has taken three weeks for somebody else to do it wrong.

—Vernon C. Myers, Publisher  
Look Magazine,  
in an address before the Sales Promotion  
Executives Assn.

## **EXECUTIVE SHIFTS IN THE SALES WORLD**

### **American Glass Tinting Corp. . . .**

Thomas O. McCullough named vice president and director of sales.

### **American Metal Products Company of Detroit . . .**

Edwin J. Du Bane made sales manager, Burroughs Manufacturing Co., a subsidiary.

### **American Optical Co. . . .**

Victor D. Kniss made executive vice president.

### **Bell & Gosset Co. . . .**

Daniel F. Shea, Jr., appointed sales manager, Dualex Division.

### **Black Sivalls & Bryson, Inc. . . .**

Newton D. Baker elected marketing vice president. M. G. Purpus elected vice president and manager of steel products sales.

### **Briggs Manufacturing Co. . . .**

Frank O. Cole, Jr., appointed vice president, sales.

### **Cott Beverage Corp. . . .**

George A. Rodriguez elected vice president.

### **Dow Chemical Co. . . .**

Charles M. Doscher promoted to sales manager of chemicals for Dow Chemical International, Ltd., S. A., and Dow Chemical Inter-American Ltd.

### **The Electric Storage Battery Co. . . .**

Oscar L. Robertson named motive power market manager, Exide Industrial Division.

### **Ever Ready Label Corp. . . .**

Morris Shaw made general sales manager.

### **Georgia-Pacific Corp. . . .**

A. G. Naudain appointed vice president, sales, Georgia-Pacific Paper Co., a subsidiary.

### **Gorham Manufacturing Co. . . .**

John R. O'Kane named general sales manager, The Gorham Co., sales subsidiary. Raymond J. Artabasy appointed sales manager, sterling flatware.

#### **Necessary Buying Aid.**

The engineering-operating groups who approve purchases require information on product performance, applications, weights, dimensions and other specifications. Unless such data are available in printed form, it is difficult to do business with this scattered industry. Unique Market Conditions. Sales calls to cover this world-wide, technical industry can be expensive and time consuming. Both time and money are saved by providing preliminary information in a catalog that can be referred to at the time a purchase is contemplated.

**Many Buying Influences.** All men of buying authority in a pipe line company are seldom found in a single location. Pipe line contractors, representing a sizeable segment of buying power, are constantly on the move. Having your catalog in the hands of spread superintendents, division managers and other key employees will make your sales effort more effective.

**Most Comprehensive Distribution Plan.** PIPE LINE CATALOG is distributed to more than 4,000 buying locations in the pipe line industry. Names are obtained directly from the pipe line companies and contractors—new operations are added as they come into being—all lists are double checked to avoid duplication.

**Preferred by Purchasers.** A strong 91.4% of industry men responding to catalog usage surveys indicate that they prefer to have catalog data furnished to them in the PIPE LINE CATALOG.

Make sure you're represented in the next edition. Call local Gulf office or write for complete fact book, "Effective Cataloging in the Pipe Line Market."

#### **Greater Petroleum Coverage Through Market Specialization**

#### **PIPE LINE CATALOG**

**Published by PIPE LINE INDUSTRY**



#### **GULF PUBLISHING COMPANY**

*World's Largest Specialized Publisher to the Oil Industries*

HOUSTON, NEW YORK, CHICAGO, CLEVELAND, TULSA,  
DALLAS, LOS ANGELES, LONDON AND HANNOVER.



### **Point of Diminishing Return**

"There cannot be and never will be a substitute for executive judgment. Currently market research is being looked on in too many quarters as the ultimate answer to our marketing problems. We probe and dig, bisect, trisect, cross-multiply, index, Trendex, categorize and probability-sample the poor public until everyone is weary of well doing. All this is good, up to a point, but not beyond. The principal role of research is to help management narrow its margin of error. When it gets beyond that point and lays down all the rules to follow, this will ultimately lead to the downfall of good seat-of-the-pants judgment so vital to successful marketing."—Richard K. Van Nostrand.

## **Everybody Bought the Product But the Public!**

Bristol-Myers' "Analoz" looked more than promising by every possible pre-check. The test campaign had all the professional touches. There was adequate advertising and point-of-purchase support. But consumers didn't respond. Why?

By RICHARD K. VAN NOSTRAND  
Assistant Vice President, Bristol-Myers Products Division  
Bristol-Myers Co.

This story is about a product that failed. Its name was Analoz.

It was and still is a good antacid and analgesic product. It performed its function well, tasted good, had excellent shelf life, was priced within reason, was well labeled and cartoned, had excellent distribution, was well displayed, and had good copy and sufficient advertising weight. It had been given the green light in an adequately sized consumer panel. It had everything except a real reason-why for the consumer to buy which we found out about far too late.

The obvious question then becomes how does a fairly astute company get itself involved in a product that does not have sufficient consumer appeal to sell? It can happen easily with knowledgeable people checking various aspects all along the way. Herein lies a story, one which makes the strongest case possible for going into adequate test markets before making the big plunge into national marketing of a new product.

It all began in the Spring of 1955 when our product planning people told management of a new product

concept, a palatable aspirin. Like others before us, we have found it good business to compete with ourselves and we decided to investigate the possibilities of adding another product to the analgesic line. In June, Young and Rubicam, Inc. was appointed to work on this new concept.

After discussing many product ramifications, we decided in November of that year to make this new product both an analgesic and an antacid. A product group representing client as well as agency combed deep for information and by March

or 1956 presented a joint recommendation to management for a test-market program. Modifications were made gradually and the final plans approved in early July. Production followed in August, distribution in September and advertising broke in October. A nice, neat, package!

Let's look a little deeper into what helped formulate the decision to test market. From the product viewpoint, Analoz could be taken without water, contained three exclusive antacids, was non-systemic and made for ease of swallowing.

From Market Research we knew the product category breakdown by tablets, pills, powders, liquids, etc. We knew brand shares by store sales and by territories. We researched the competition's advertising. We probed to get the relative percentage of stomach distress to headaches.

► The market profile told us 85% of the American populace used some product of this type. Analoz fell into the biggest single drug category doing over \$200 million. It was a steadily expanding market—up 8% in '53, 7% in '54 and 12% in '55. Distribution available was about as universal as a manufacturer could want.

From an consumer viewpoint, we knew the relative importance of men versus women. We knew there was a tendency toward greater demand at lower socio-economic levels. We checked on the relative merit of claims for safety, speed, strength, lasting relief, reliability, ease of swallowing, economy, taste, right down the line.

We consumer-tested Analoz versus the leading competition in a large panel of homes. The overall results—nine to five in favor of Analoz. Two-thirds said it gave good relief, three-quarters said it was as good as their regular product, 86% said speed was fine, three out of four said the taste was okay. There were twice as many favorable as unfavorable comments.

From an advertising viewpoint we had a revolutionary "first" claim in the "works-without-water," exclusive antacid ingredients, no possible over-alkalizing, relieves headaches twice as fast as you-know-what. We looked at bodees of campaigns and Y&R pre-tested the best in their own New Worlds magazine. The results from the ads were most gratifying and it appeared the sales message was getting home. Television commercials followed telling the same basic solid story.

From a packaging viewpoint, Analoz had the portability aspect so important to help the no-water claim. It was well protected against the

natural moisture-atraction of products of this kind. Its cost was 35c for 8's, 65c for 24's, somewhat over competition but no more of a jump than Anacin and Bufferin took over straight aspirin.

The test markets were "scientifically" selected. We wanted good self-containment, adequate newspaper and TV coverage, area diversification. The cities selected were Omaha, Phoenix, Memphis, and Denver. The first two markets were to get the normal test amounts, the latter a greater amount to help determine how high was up.

The trade deals had a healthy 42% profit to the retailers and consisted of two dozen of the small packages and one-half dozen of the large. The open stock was the usual two-dozen case for both sizes and one free with 23.

The trade in each city took the product to its bosom and indicated real enthusiasm. By advertising break-date, Bristol-Myers' sales force had all but completed distribution; there were ample displays around, window streamers, shelf-talkers, etc. Everything was set for the blast-off.

On D-Day newspaper ads broke in each of the cities. This was followed with a campaign of good frequency, but obviously using less space than the breaking ads. At the same time, TV commercials were well spread over the day and night, including cutting in on Bristol-Myers franchise shows such as "Alfred Hitchcock Presents" and "Playhouse 90." Local merchants used their co-op funds for small cuts within their own ads. A reasonable percentage of people in each test city just had to be aware of Analoz.

Everything had worked out well. Each piece of this test market puzzle had fallen into its prospective niche. Target dates had been hit right on the nose. Now all we could do was sit and wait.

► We waited and waited and waited some more. We waited for sales reports from our own people. We waited for the store audit reports to come through. We waited for the return postcards, inserted, in every third package to give us first-hand consumer reaction and names of buyers for follow-up.

And, nothing happened! The consumers were staying away in droves. Our own sales force said the product was still displayed, still available, but untouched by human hands. Our store audits had trouble getting up to the one percent level of sales. And our mail boys came up with no aching backs from carrying sacks of return postcards.

Weeks stretched into months. Bi-

weekly sales reports said, "not very encouraging," "flat trend," "no change." Memphis looked somewhat better than the other markets, so our men hot-footed it to the deep South to try to find out why. Again, nothing. We decided to bump the Denver advertising to a maximum so that we would never be in a position of wondering what might have happened if we had gone for broke. It didn't cause a ripple. We ran the audits for six months with no real movement any place. Then, we closed up shop.

One of the toughest things that management has to do is to know when to quit, take its licking, and put the effort in other directions. We had given Analoz a real college try, but now was the time for the coup de grace and it was done. The product was picked up from the outlets and everyone mumbled in their beards a little.

When all the work had been completed, we tried to determine where we had gone astray in the hope of learning something to prevent future similar failures. Product failures are simple to diagnose when the product or package goes wrong, when the timing is bad, competition clobbers the new product, advertising bad, effort too little, sales effort was lacking. But, none of these applied so we knew we had to go deeper.

► We had to find out why there was no consumer interest, no motivation-to-buy. The public just couldn't have cared less. It took time, but through some real probing we came up with what now looks like a really simple solution, but at the time had not been carefully enough considered:

People wanted to take their tablets with water.

In their minds, water helped their ailment, served as a catalyst, in short, was good for them. The people who told us the product was effective, easy to take, novel, were the same ones who would not put their money on the line because deep down, whether they realized it or not, they felt that water was an integral part of the treatment of their headache or upset stomach.

Thus, when we had to price Analoz above competition because of the particular product attributes, we added one more hurdle which helped break the camel's back. Most of us believe, however, that even at a lower price, we would never have really gotten this product off the ground.

Thus, everybody bought the product but the public. There had been optimistic reports from the laboratories, the home research panels, from clinical studies, from pre-tested copy,

from the sales force and those to whom they sold. Everything had seemed right. There were some in our midst who had advocated going national without testing and getting the jump on our competitors. Wiser heads had prevailed and we did do the test-market operation for which all of us at Bristol-Myers, plus our stockholders, should be grateful.

Now, what's the object lesson here? It's oversimplified, but the consumer must buy the product and buy it again before you are in business. No one can afford promoting a product that gets a customer to try only once. There are myriads of things that can and do go wrong on the test marketing of a new product. No matter how much care is taken, no matter how sophisticated the marketer may be, things do happen and will continue to happen. There's never been a play tried out on the road that came to Broadway with every line and every scene done as originally written.

To test market is to discover problem areas. This is the time to test different copy ideas, different media strategies. You get necessary sales experience for use in market expansion of a successful product. You can test at different levels of expenditure to determine what is best under existing circumstances. In short, it's a shake-down cruise in an effort to minimize or eliminate problems that could plague you at a later date.

► Since launching a new product is such a hazardous thing at best, it is well to review the basics of test marketing each time you go into a new product. You should be sure you have a real reason-why for consumers to buy. You should have specialists performing this delicate operation to save time and money, with time often being the most precious commodity, and then be able to analyze results either negatively or positively. Above all, remember that it's what people do, not what they say that makes or breaks a product. The great majority of women will indicate that plastic is a must for a shampoo to eliminate the problem of breakage, and yet when shopping they avoid plastic like a plague and buy glass for inner esthetic reasons they themselves don't realize or understand.

Test marketing by its very nature cannot be cut and dried. So many factors, known and unknown, enter into the picture that there is always a large element of risk. But, if you keep the basic things in front of you all the time, you will have a better chance to be able to say to your management, "Everybody Bought the Product Including the Public." ♦

## DECISIONS! DECISIONS! DECISIONS!



"Two apple brown betties, bisque tortoni, cheese cake and four coffees."

Oo-la-la!

You can win this magnifique FIRST PRIZE from



# Paris

Celebrate New Year's Eve  
in

on a dazzling, fun-packed week's  
vacation for 2



## C'EST POUR VOUS!

A Family Circle Contest  
exclusively for people  
in advertising and sales.



CASH PRIZES TOO! Tournez la page, s'il vous plaît . . . . . ►

# ATTENTION!

(that's French for "attention")

**ALL MEN AND WOMEN  
WHO WORK IN  
ADVERTISING AND  
SALES...**

Enter this Family Circle  
contest now. You have an  
excellent chance to win.

## FIRST PRIZE!

Gala New Year's vacation for 2  
in Paris, described on the cover.

In addition to the fabulous first prize,  
we have other prizes for top-ranking  
contestants. We wanted to award  
prizes that would be fun to receive. So  
we decided to give MONEY!

## SECOND PRIZE!

\$500

## THIRD through TENTH PRIZES!

\$100 each

If you win the cash, please don't spend  
it for anything practical, like paying bills.  
Spend it to have fun!

## EDITORIAL

Cherchez les femmes! Over 5,000,000  
homemakers buy Family Circle, and the  
magazine's editorial program is tailored  
to their needs. Short, quick-reading arti-  
cles are packed with specific information  
for the busy young homemaker and  
mother. Service features are presented  
with warmth and human interest—  
through family situations in which the  
homemaker identifies herself. Family  
Circle gives its readers a higher percent-  
age of service editorial than any other  
leading women's service magazine.

Family Circle publishes fiction and spe-  
cial features by today's best-known writers  
and personalities. Among them: Pearl S.  
Buck, William Saroyan, Walt Disney, Amy  
Vanderbilt, Dr. Benjamin Spock, Law-  
rence Galton, Dr. Margaret Mead, Frances  
Parkinson Keyes, Dr. Norman Vincent  
Peale, Paul Gallico, and a host of others.

# REGARDEZ!

***These basic facts  
about Family Circle  
will help you win.***

***Which do you consider  
most important?***



## HOW TO ENTER

Complete the following statement, in 25 words or more.

## FAMILY CIRCLE IS A PRIME ADVERTISING MEDIUM BECAUSE...

There's no limit to the number of words you can use.

Write as much as your enthusiasm dictates.

Enter on your company letterhead.

It is not necessary to send in any box tops or labels.

All entries become the property of The Family Circle, Inc.

Mail entries to: Contest Editor

The Family Circle, Inc.

25 West 45th Street

New York 36, N.Y.

## CONTEST CLOSES JULY 31

All entries must be postmarked by that date.

## THE JUDGES WILL BE

James O'Gara, Senior Editor, Advertising Age.

John Caldwell, Executive Editor, Sales Management.

Roy Miller, Editor, Food Field Reporter.

Arthur Hettich, Promotion Director, Family Circle.

## WHO IS ELIGIBLE TO ENTER

- All employees in advertising and/or sales departments of manufacturers.
- All advertising agency personnel, except employees of Family Circle's agency.

## SELECTIVITY

Le bon mot: customers! Family Circle offers not just mass circulation, but mass *customers*. Sold at the checkout counters of 23,000 chain and independent supermarkets, it reaches America's largest single block of known *shoppers*. And through a program of service editorial, it attracts readers who are prime *prospects* for all types of home-and-family products.

## AUDIENCE

Family Circle reaches prospects at the big-buying stage of life. Voici a statistical portrait of Family Circle readers:

- 92.3% are homemakers
- 65.0% are between 18 and 45 years old
- 60.7% have children who are under 18
- 14.0% have babies under 2 years old
- 30.2% have been married less than 10 years
- 68.6% are home owners
- 51.3% have family incomes between \$5,000 and \$10,000
- 9.4% have family incomes over \$10,000

## DISTRIBUTION

Family Circle is sold in some 110 grocery chains, including 19 of the 20 largest chains...and in over 10,000 independent supermarkets. Their combined annual volume totals \$21 billion—40% of all U.S. retail grocery sales and 70% of the nation's chain-grocery business. These stores are located in high-volume areas where *all* retail sales flourish.

Now—Family Circle is also distributed in almost 1,700 stores of leading drug and variety chains.

Quel avantage! Family Circle is a point-of-purchase medium—sold right near the spot where your retail sales are made.

continué . . . . .

## CIRCULATION

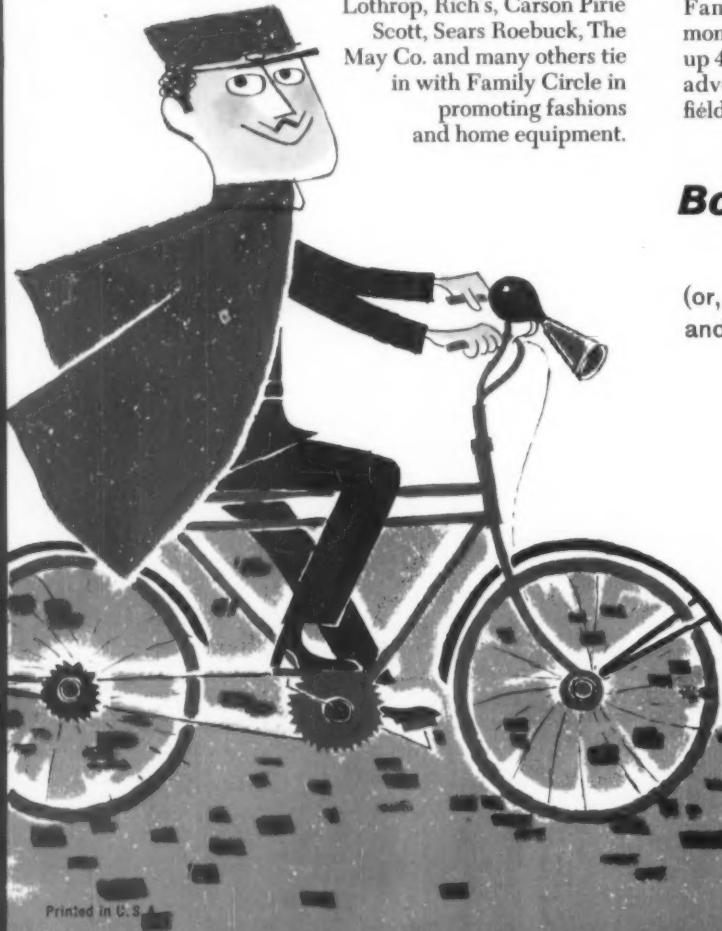
The new Everywoman's Family Circle is making great forward strides in circulation. Average circulation for the last quarter of '58 and the first quarter of '59 hit 5,489,000—quite a bonus on the 5-million rate base, n'est-ce pas?

## 100% SINGLE-COPY SALES

Family Circle has no subscriptions, therefore it offers no cut-price inducements or special deals to build circulation. Each issue must sell itself and must prove satisfying to merit repeat sales. Mais oui—this vitality, this genuine reader interest, this completely voluntary circulation is a big plus-factor for advertisers.

## RETAIL IMPACT

Through supermarket distribution, Family Circle reaches clusters of customers who live near shopping areas—the very families who create high retail sales volume. Certainement, Family Circle's influence at the retail counter is recognized by top department stores. Macy's, Gimbel's, Woodward & Lothrop, Rich's, Carson Pirie Scott, Sears Roebuck, The May Co. and many others tie in with Family Circle in promoting fashions and home equipment.



Printed in U.S.

## SUBURBAN SHOPPING CENTERS

Suburbia is today's *growth market*... expanding in all directions as young families settle in new homes to raise beaucoup d'enfants. The grocery chains that sell Family Circle keep pace with the fast-growing suburbs. Store sites are selected with precision...located in areas where business potential is best. When a supermarket opens in a suburban shopping center, other retailers are quick to follow. One-stop shopping is part of suburban living, and supermarket customers habitually shop at other stores within the center.

Grocery chains go where the most consumer dollars are spent, and Family Circle goes with them. It's the one medium geared to reach today's sprawling suburban market efficiently and effectively.

## ADVERTISING

Family Circle's vigorous growth trend is reflected in large increases in advertising pages and revenue. The last quarter of 1958 showed a 33% gain in advertising pages. Family Circle ad pages for the first six months of 1959 are up 15%...ad revenue is up 43%. In the first six months of 1959, 45 new advertisers—representing many different fields—have moved into Family Circle.

## ***Bonne chance et Bonne Année!***

(or, as we say in English, good luck  
and Happy New Year!)

## How to Pull a Sales Story Together

Later this month in Owensboro, Kentucky, W. R. Grace & Company's Dewey and Almy Chemical Division will open a new plant which sales promotion helped to build.

This factory will fill the growing demand for polyvinyl acetate (PVAc) that outstripped D & A's home plant capacity in Cambridge, Massachusetts—a demand which now puts them second among national suppliers of vinyl emulsions to the paint industry.

It was not ever thus.

Although D & A got a big jump

on the market by introducing PVAc's in 1952, big competition soon overtook them. The sales story was bleak right through 1956, the year D & A switched from distributor to direct selling. At that point the company stood sixth in line, its share of the paint market a lean three percent.

It was obvious that a good product, sound research and a technically oriented sales force wasn't enough to break through. Another serious hurdle: Although paint company technical directors voted for vinyl, their sales

managers feared consumer resistance if they dropped latex.

D & A Organic Chemicals Sales Manager, Charles E. Brookes, called in market research manager, Albert W. Warren, and marketing analyst, Harry N. Lowell, for a major attack on two fronts:

1. Where is our best market potential?

2. How do we go after it?

Answer to the first was something of a surprise. They found that in

### D & A's Jack-of-All-Jobs Sales Kit

D & A prepared 70 kits last year, showed them to 250 prospects, and got 55 customers (they have to buy at least 80% of their vinyl needs from D & A to qualify) to use them. All material is imprinted with manufacturer's (or retailer's) name—not D & A—and is sold at cost.

One reason D & A can do so much, promotionally, for so many customers, is that they're all non-competitive and can be supplied with the same items.

Based on experience in 1958, D & A shifts emphasis in the '59 kit from selling the paint manufacturer to convincing the retailer and the consumer of the benefits of vinyl-base paints.

Included in this year's kit:

- Audio-filmstrip for presenting program to retailers (it's a section of the film used to launch program with paint manufacturers)
- Radio jingles (short and long versions)
- Consumer leaflets
- Press kit for publicity
- Direct mail pieces (to retailers and consumers)
- Can-label design service (and can-lid designs)
- Shelf strips
- Retailer lapel buttons
- Window streamers
- Counter display



CAMPAIGN KICK-OFF: Charles E. Brookes, Dewey and Almy sales manager, launches 1959 edition of merchandising program to promote vinyl-base paints—with high hopes and expectations that it will repeat success of its 1958 predecessor.



PROGRAM IN ACTION at desk-top sessions like these, has D & A salesmen present vinyl-paint merchandising kit to paint companies' top brass. Filmstrip (the back of kit's fiber carrying case opens to form a portable screen) outlines scope and intent of the promotion, can be used in turn by paint company for its own salesmen and retailers.

every metropolitan center one or another of the big five national paint brands was top seller. But second or third in almost every area was a strong regional paint company virtually unknown in other parts of the country!

Big guns of the large emulsion suppliers were already trained on the big five (who also had heavy commitments to continue using synthetic rubber), so D & A decided to go after the regional prospects instead and:

1. Convince paint manufacturers that consumers recognize, respect the name "vinyl."
2. Create a really comprehensive kit of promotional material which paint manufacturers could use at retailer and consumer levels—one which was slick enough to compete with the sales tools of nationally advertised paints.
3. Devise selling tools for D & A's chemist-salesmen to help in presentations to paint manufacturers.
4. Build up D & A's reputation for new merchandising ideas.

First break came when a consumer poll showed 61% consumer recognition of "vinyl" against only 18% each for "acrylic" and "alkyd" (latex scored 70%).

Second step, as D & A groped for a formula, came when they redesigned a paint can label for a customer, starting a service which so far has redesigned 58 labels, all mentioning "vinyl" prominently.

Finally, to fill the regional paint manufacturers' need to provide outlets with sales aids, D & A late in 1957 came up with an all-media advertising and merchandising package (see box and photos) created by advertising manager John Fusek and designed to help D & A customers promote vinyl paints at the retailer and consumer levels.

Results: D & A's 1958 sales were up nearly 50% in the face of last year's recession; they outdistanced PVAc growth in the rest of the industry. Even during the usually slow winter season D & A sold out its capacity of nearly a million pounds a month (it will turn out 18 million pounds when Owensboro opens).

By the end of 1958, D & A was selling to more than 100 of some 600 companies making emulsion paints, compared to 18 out of 450 in 1956.

Brookes had acknowledged that this year's results probably wouldn't be as startling, but to date 70 regional paint manufacturers have already ordered the kit. D & A has just landed a big national brand to boot! ♦



'59 EDITION contains all newly written counter displays, mail pieces, leaflets, filmstrip, radio spot announcements, and brochure outlining procedure for putting program across at manufacturer and retailer levels. Dealer lapel cards and window strips are additions this year, showing greater emphasis at point-of-sale.



UP THE LADDER from D & A's salesman Neil F. Sullivan (right) to G. F. Cook, sales manager for California Paints, to R. J. Arsenault (left), assistant manager of Waltham, Mass. B and D Paint Store — goes the vinyl base story.



THREE-LINK CHAIN from paint manufacturer to retailer to consumer all starts with D & A, whose name doesn't appear on promotional props and literature. Entire program is designed to sell vinyl paints by associating them with durability and looks characterizing other vinyl products. Consumer recognition of vinyl is important.

# If you want to make a sale...



## ...there's nothing so powerful as an idea

Better Homes and Gardens makes **more sales** because it gives people **more buying ideas**

The 15½ million family members who enjoy Better Homes and Gardens each month (including husbands as well as wives) are thirsty for ideas about living better and how to go about it. And that's exactly what they find in their favorite idea magazine.

Every single page of Better Homes and Gardens is devoted to family service. And what a wide, wide world of

interests that covers—at home, and away from home, too!

More and more advertisers are discovering the tremendous sales power of BH&G's brand of what-to-do and where-to-get-it ideas. Want proof? See your Better Homes and Gardens representative! *Meredith of Des Moines...America's biggest publisher of ideas for today's living and tomorrow's plans*

During the year 1/3 of America reads



...the family **idea** magazine

NOW OVER 4,600,000 COPIES MONTHLY

# Four Ways to Get Faster Premium Deliveries

by Donald L. Spotts



One of the most common "bugaboos" in premium campaigns is the delay of premium deliveries. You can avoid many delays by checking these four points before your campaign begins:

- **THE MAILING HOUSE!** Your mailing house should give you 3 to 5 day service BUT ...
- **PACKAGING SUPPLY MUST BE MAINTAINED!** Shortage of this material depends upon co-ordination between sponsor and supplier—not the mailing house.
- **PREMIUMS MUST BE AVAILABLE!** Despite pre-testing, a premium can "catch fire" and succeed beyond expectations. Be sure your premium is quickly available in unlimited quantities. Be careful of import items. Deliveries from abroad are notoriously unreliable.
- **KIND OF MAIL IS IMPORTANT!** Permit mail is invariably "pigeon holed" within every large terminal. We at Spotts, due to our Midwest location, avoid much of this delay. 14 to 21 days between Coasts is normal. Sponsors able to use light items (nylons, etc.) and 1st class mail can cut mail time from 28 to 8 days for 4¢ more postage... a good investment in customer good will.

Remember: the better your offer, the more impatient are your customers. Any competent mailing service (Spotts, for instance) can help you avoid delays. Why not talk to us now?

SPOTTS MAILING CORPORATION

2402 University Avenue  
St. Paul 4, Minnesota

## -SM- Sales Promotion Section MAIL PROMOTION

By JANET GIBBS, Sales Promotion and Direct Mail Consultant

## A Do-It-Yourself Better Letter Program

Every company, large or small, depends upon letters for just about every kind of business communication. Yet few recognize the importance of mail salesmanship—and even fewer give it the top level supervision needed.

It is up to management to see that every letter is a selling letter—regardless of the immediate job it must do.

If you are losing sales, losing customers, failing to add as many new customers each month as you should, failing to get as much new or repeat business from old customers as is possible—and your correspondence costs are too high—chances are you can trace a good many weaknesses directly to your mail.

Maybe inertia is the reason why top sales executives fail to plug up this one big leak that can mean the difference between a sales boom or bust. Maybe they get lost in making plans, making salesmen toe the line—or in watching sales graphs. Or maybe it is company policy that needs overhauling. Does yours?

- Do you include letter writing in your overall sales and management training program? At both the executive and staff levels? You should!
- Do you regularly and systematically review all business letters sent in your company's name? You must!

Top brass are apt to assume the individual department head has things under control. He may know your business, be a good administrator and yet not know how to write or train others to write good business letters. He may be more interested in making the outgoing mail basket before noon than in writing a selling letter! It does take professional experience to set up and maintain a high level of mail salesmanship.

Of course personal salesmanship is still the most effective medium of communication—and the emphasis you put on training good salesmen pays off. But what makes a salesman successful?

A good salesman knows his product and his company. He knows how, when and where to sell; how to look and sound as though he knows his business and the benefits his product can bring you. He speaks with quiet assurance—with enthusiasm. He transfers a feeling of confidence in proportion to the impression he makes as a representative of his company. You judge him by his planned presentation of all the facts.

This, then, is the picture of a good salesman; it is also the picture of a good business letter.

# "Prophetic journalism" wins the Pulitzer Prize for international reporting



The prize winning story started on a park bench in Havana Christmas week 1957. A Cuban's angry outburst about the excesses of the Batista regime suggested to Joe Martin, News reporter, that there was a more important story in Cuba than the gambling syndicates he was covering.

Back in New York, he began to make contact with revolutionary sympathizers, won the confidence of Dr. Manuel Urrutia, now provisional president of Cuba. With Phil Santora, another News staffer, he spent weeks in Miami interviewing Cuban refugees and families of victims.

In five anxious days in Havana, under constant police surveillance, they secured hundreds of photographs of attacks and outrages.

Then on April 7 of last year their ten-part story of "Inside Cuba's Total War" began—a documented, dispassionate report of state terrorism, torture, murder, corruption, censorship and graft in a police state less than a hundred miles away.

Their concluding article was headed "Summary: Castro? Maybe; Batista? No"—eight months before Batista fell. The Pulitzer Prize Committee called the series "prophetic journalism." And the award was the only Pulitzer Prize won by a New York newspaper in 1958.

JOE MARTIN and Phil Santora are veteran Newsmen. Their modus operandi, in Cuba, or in City Hall, is the same—thorough fact finding, adequate confirmation, impartial appraisal and reporting. Their work is typical of the kind of news service that readers expect from The News—and that has won the largest newspaper audience in this country for the last thirty-five years.

## THE NEWS, *New York's Picture Newspaper*

*More than twice the circulation, daily and Sunday, of any newspaper in America.*

News Building, 220 East 42nd St., New York 17—Tribune Tower, Tribune Square, Chicago 11—155 Montgomery St., San Francisco 4  
—3460 Wilshire Boulevard, Los Angeles 5—Penobscot Building, Detroit 26—27 Cockspur St., London S.W.1, England

# 6%

**RESPONSE**  
with  
  
**sealed**  
**OUTSERT®**  
**folders**

... Attached to consumer-goods packages. That's the record of a recent consumer mail-in promotion by one of America's largest advertisers. Many other firms have written similar (even higher) returns with OUTSERT Folders.

Your OUTSERTS provide point-of-sale advertising on the package, point-of-use follow-through in the customer's home ... Ideal for product-use copy, recipes, cross-advertising for other products, instructions, premium offers and consumer contests.

*Write for descriptive booklet, samples and information on how OUTSERTS can sell for you.*



**OUTSERTS, INC.**

*A Division of*

EUREKA SPECIALTY PRINTING CO.  
SCRANTON 3, PA.

T. M. Reg. U.S. Pat. Off.

If a "clincher" is needed to persuade you to include both a better-letter program and correspondence supervision as standard operating procedure—figure out what it costs your company to handle a dictated letter. It will probably run from \$1.50 to \$3.50—more at the executive level.

Become a proofreader for a day! Tomorrow, instead of filling your brief case with a clean shirt or reading matter you'll never get to—take along copies of mail sent from every department of your business in the last four weeks.

Include letters answering inquiries; between-personal-call letter contacts; quotations; acknowledgments; answers to complaints, adjustments, service requests—collection letters too. And don't forget samples of "form" letters, examples of stationery and standard enclosures (samples, advertising materials, etc.).

Proofread these letters, checking points like these:

- ..... appearance ..... composition ..... coherence ..... company policy
- ..... Does it take too long to get an answer from your company?
- ..... Is the information given complete? ..... Is it saleswise?
- ..... Are other uses for your products suggested?
- ..... Do you miss opportunities to ask for an order?
- ..... Have "mad" letters, justified or not, been answered tactfully?
- ..... Are too many follow-up letters being written to explain points that should have been clear in the first letter?
- ..... Are your letters friendly ..... brusque ..... condescending?
- ..... Are your salesmen using letters between personal calls to keep contacts alive, new ideas flowing?
- ..... Are ALL your letters selling letters ..... will they improve your public relations?
- ..... Are your "form" letters well written ..... carefully produced?
- ..... Do they require so many fill-ins it would cost no more to write an individual letter?
- ..... Are more form letters needed to speed up the handling of routine matters—and cut correspondence costs?

Once you've decided you need a better letter program there are several ways in which you can tackle the problem. Smaller companies can develop a do-it-yourself program, using available books and letter services. These will give you a measuring rule for letter analysis—and a basis for group discussions.

Larger companies will probably assign the overall responsibility to one key executive. It may be the sales training or advertising director or the top sales executive. Cost and time considered, it makes sense to do the initial training job at the executive level—with the individual division or department head carrying the responsibility for training his group—using prepared materials, at a time that will not interfere with day-to-day operations.

A custom-tailored program should be used for group discussions—along with a commentary and sample corrections on letters from your files. We believe you'll find that lively group discussions will win you a more enthusiastic response, arouse a co-operative and competitive spirit and a flow of profitable ideas! You may find you need outside specialists to help develop form letters.

But if you are to plug up this vital sales leak, then the top sales executive must accept the responsibility for a regular, systematic check of all business letters.

*The postmarks are  
actual reproductions*

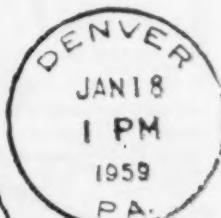
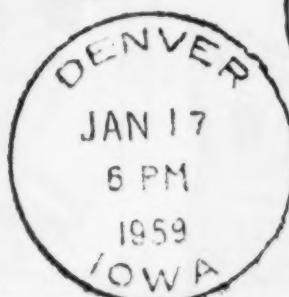
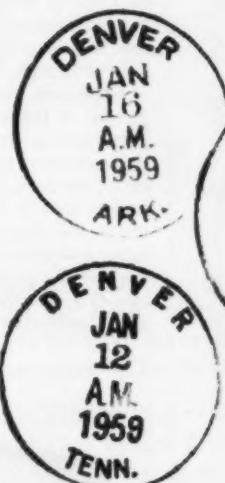
# Grit reaches the “micropolitan” market to give you balanced national coverage

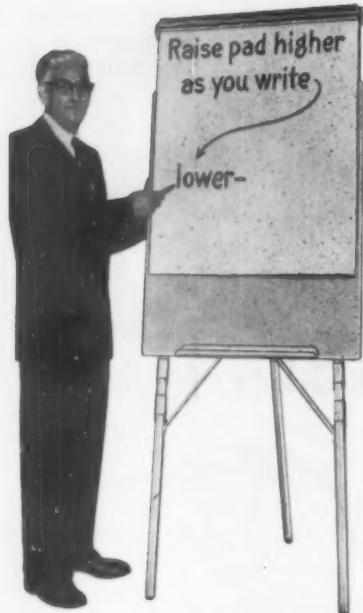
You can reach lots of people in *metropolitan* Denver with plenty of magazines. But what about the 10 *little* Denvers? In small towns like them, circulation of conventional mass media is relatively thin. Here's where Grit takes up the slack. With its circulation concentrated in 16,000 small towns, Grit helps overcome the metropolitan bias of other media. Grit is essential for balanced national coverage . . . and balanced national coverage is essential for total marketing success. Grit isn't expensive . . . but it can make your schedule a lot more expansive.



Grit Publishing Co., Williamsport, Pa.

Represented by Scolaro, Meeker & Scott, Inc., in New York, Chicago, Detroit and Philadelphia, and by Doyle & Hawley in Los Angeles and San Francisco





#### HIGH-LOW ALL PURPOSE EASEL

For more effective meetings and conferences. Replaces blackboard with large paper pads. Retain used pages for future reference. There are 27 Oravisual easels to choose from.

*Write for free illustrated catalog*

**ORAVISUAL COMPANY**  
Box 11150—St. Petersburg 33, Fla.

#### MR. MANUFACTURER:

*Is your competition  
selling to the Negro?*

They probably are... whether you know it or not. America's 17 million Negroes with money to spend on top quality products are now an important segment of the market for any product. The Negro population is located in the "central city" areas of your major markets.

Interesting, exciting, picture-packed EBONY magazine completely dominates the Negro market. With this one powerful advertising medium, you can get your selling message across to America's Negroes in higher-paid occupations who have real purchasing power.

Call our nearest office for a special showing of our new, color-slide visual.

NEW YORK 36—55 W. 42nd ST.  
CHICAGO 16—1829 S. MICHIGAN AVE.  
CALUMET 5-1880  
LOS ANGELES 17—1127 WILSHIRE BLVD.  
HUNTINGTON 2-5472



## -SM- SALES PROMOTION IDEA FILE

By LARRY SCHWARTZ, President, Wexton Advertising Agency, New York

#### Bring Your Product to Your Prospects

A high U.S. Government official made his fortune during the Depression, when he became the largest Chevrolet dealer in the United States, by taking his cars out of the showroom and driving them to the homes of prospects. Not only did he sell many cars with this direct, simple approach, but when the neighbors saw the prospect looking at a new car (even if the prospect didn't buy), social pressure went to work, and a rash of new-car buying spread through the neighborhood.

Now Charlex Realty Corp., sales agent for Florida-developed land owned by General Development Corp., is selling \$995 homesites for \$10-down in attractive booths in the Times Square subway station, Grand Central Station, Hudson Tubes Terminal, La Guardia airport, and at transportation centers in other large cities. Sales have gone up, since the opening of the first booth in Grand Central Station, from 20 sites a month to 1,000 a week, totaling \$1 million a week. Recent reports indicate that one homesite is being sold for every three inquiries.

Important element in this success picture is the excellent job that has been done in training and equipping the salesmen, many of them in their early twenties. The presentation is simple—own a retirement or vacation site in Florida—we'll build you a nice home inexpensively—and here are pictures of the place and the people who have moved there. Attractive maps and descriptive literature are avail-

able to passers-by even when the booth isn't manned, and full-color slides of homesites are flashed on a screen to catch the eye of the hurrying passer-by.

Other products and services that are being offered in similar booths, or via desk-type stands, include Diners' Club membership, Bibles, electric chord organs, Columbia Record Club membership, theater tickets and tie-cleaning service. In one test these transportation displays produced lower-cost leads than radio, television or newspapers. For information on this medium, contact Mr. LeMoine Paige, Transportation Displays, Inc., Grand Central Terminal, New York.

#### Make Reporting Easier for Your Salesmen

Many companies prepare lengthy forms for their salesmen to fill out daily or weekly, giving no thought to the problems of the salesmen regarding time and place to fill out the reports. David Reeves, sales manager of Tube Distributors, Inc., 1415 Kellum Place, Garden City, N.Y., reasoned that his salesmen spent a good deal of time waiting to see purchasing agents, devised a breast-pocket-size individual-account report form, encouraged the salesman to use waiting time to fill out the form.

Information called for on the telephone-message-size slip includes name of purchasing agent, company, date, date of last sale, date of last call, date for next call, trend of purchasing, purpose of call, etc.

Not only has Mr. Reeves been get-



*Graphic CALCULATOR  
COMPANY*

633 Plymouth Court, Chicago 5, Ill., Dept. D-24

#### SELECTORS to speed up buying

Graphic Selectors help buyers or users choose your product correctly. Sizes, weights, models and other features are quickly and dramatically presented for accurate comparison. For example, selector illustrated gives 13 basic facts about each of 19 product models.

**FREE SAMPLES:** A note on your company letterhead will bring you sample Graphic Selectors and full information.

8572

ting excellent reporting, but he's had an unexpected bonus: Because the form encourages them to review the account history before going in to see the customer, salesmen plan out the sale, and sales seem to have benefited. If you'd like a copy of the breast-pocket single-account reporting form, drop a line to Mr. Reeves.

#### Hi-Fi Records as Premiums

Keeping pace with the tremendous nation-wide interest in high fidelity and stereo recording, Westminster Recording Sales Corp., 275 Seventh Ave., New York 1, is offering hundreds of new albums in both monaural and stereo for promotional use—consumer premiums, dealer loaders, business gifts, inquiry pullers, traffic and demonstration builders. Prices in quantity are attractive, and selections cover popular and classical, jazz and folk music, symphonies and opera. Ask Henry Gage, sales manager, for 48-page catalog.

#### Distinguished Marketing Award of the Month

The "service concept of selling" is well-exemplified by the United States Pool Corp., manufacturers of Gertrude Ederle Dive 'N Swim pools, who figured out a new market for their pools: joint ownership by two or more neighbors. The company has set up an advisory and service division that offers recommendations on the size, type and placement of joint-ownership pools, and offers free copies of a model covenant of agreement. If you'd like to see a copy of this agreement, write to Stan Schary, United States Pool Corp., 27 Haynes Ave., Newark, N. J.

Honorable Mention goes to Michael J. O'Neill, advertising director of TV Guide magazine, who advised his customers and prospects by letter that he plans to put out a new rate card (reflecting a new guarantee of 7,250,000—an amazing record) and soliciting any comments or suggestions that might make the new rate card more practical or useful.

#### Inexpensive Samples of Famous-Name Perfumes

Individual plastic vials of famous perfumes are offered in special imprinted containers by Nips, Inc., 130 South Columbus Ave., Mount Vernon, N. Y. These one-use applicators are fine for store events, openings, sales, anniversaries, door openers, souvenirs, calling cards, purchase bonuses, and inexpensive gifts. Write H. R. Bishop for samples and quantity prices.

When you move a man up  
...move him via

**United**



Get him on the job quickly and conveniently  
with United Van Lines' "Pre-Planned" service. The  
countless details that can make moving a worry are  
ironed out in advance by an experienced United Agent.

His special packing techniques and exclusive  
Sanitized vans assure America's safest, cleanest  
moving service. Next time call your United Agent.  
He's listed under "MOVERS" in the Yellow Pages.

**United Van Lines**



# Inside Phone-Land, U.S.A.

Just how significant are telephone homes from the point of view of the market researcher? An array of significant answers is provided in a new study sponsored by O. E. McIntyre Inc.

The U.S.A.'s 36 million telephone households have been profiled.

O. E. McIntyre Inc., New York mail marketing firm, sampled 27,000 households to obtain the data from which the national figures were developed. The report covers data on income, number of children, occupation, marital status, ages, other factors.

The statistical picture developed is of significance to all consumer marketers whose products have more than an extremely limited appeal.

Since telephone subscription automatically provides an accurate directory listing, telephone homes become a valuable source for direct mail advertising lists. Despite their wide use, however, two major problems have bothered sales and marketing executives.

The first is that of selectivity. Obviously, not everyone listed in a telephone directory is a potential customer. How do you isolate your particular prospects to attain the best results?

Second, who are the people in a telephone household? What are their characteristics? Even if a telephone list develops sales leads, how typical are the respondents? If we do learn more about the households who respond to a particular test program, how can this information be applied to millions of additional telephone households?

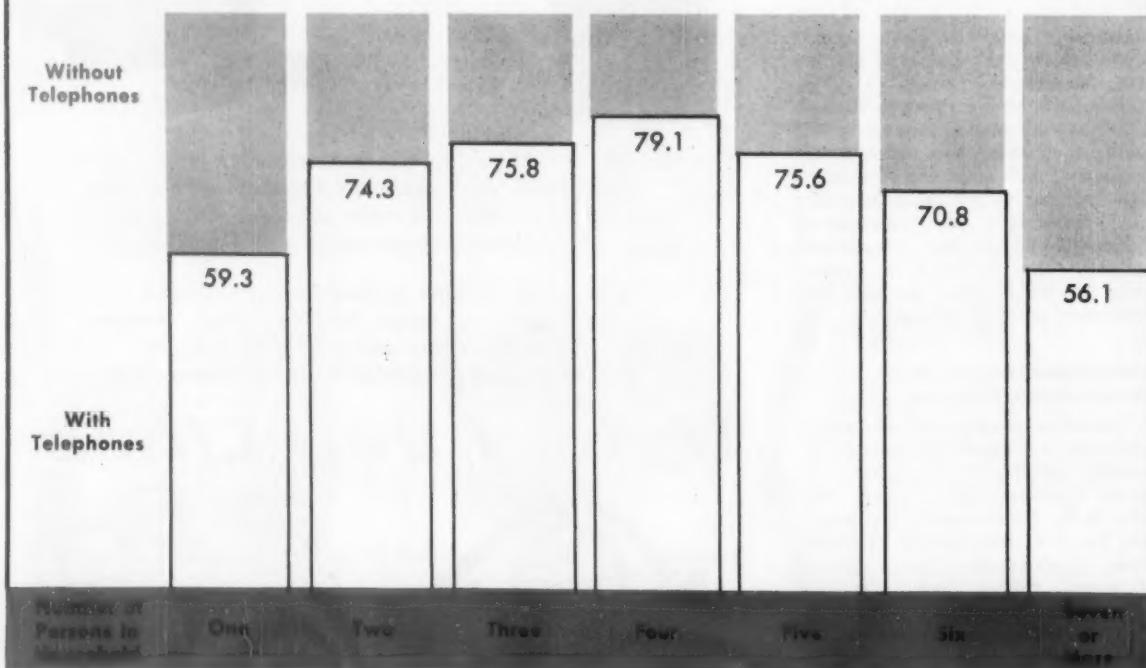
The McIntyre report, based on interviews conducted in March, 1959, is the first nation-wide effort to define the telephone family and show the basic differences between telephone and non-telephone households. The

report shows conclusively, for example, that telephone ownership is related to income. The median income of telephone households in the survey was about \$5,300, while the median income of non-telephone households was approximately \$2,600.

More than 95% of the nation's households with annual income in excess of \$10,000 had telephones, while less than 50% with incomes under \$1,500 had telephones.

Income, however, is not the whole story. Telephone ownership is also associated with the more stable family units. For example, 77% of the telephone households with the head of the family in the 35- to 54-age bracket had telephones. Among families with the head of the house under 25 years, telephone ownership was limited to 47%. Additionally, 79%

TELEPHONE PENETRATION BY SIZE OF HOUSEHOLD





*Meet an IRE award  
winner for 1959:*

**IRE REMEMBERS THE MAN**  
*for his dedication  
to education*

Behind every accomplishment, there is a man. In the field of education — so important in today's scientific race — E. Leon Chaffee is such a man. This year, IRE's highest technical award, **The Medal of Honor**, goes to Dr. Chaffee "for his outstanding research contributions and his dedication to training for leadership in radio engineering." Congratulations to Dr. Chaffee — Rumford Professor of Physics, Emeritus and Gordon McKay Professor of Applied Physics, Emeritus, Harvard University.



And behind the cold statistics of the 67,369 (ABC 12/31/58) circulation Proceedings now enjoys, are 54,557 professionally qualified men, plus 12,812 student members in 156 Engineering Colleges, now awaiting your message in their own journal. If you buy space in the radio-electronics field, you should meet them.



For a share in the present, and a stake in the future, make your product NEWS in

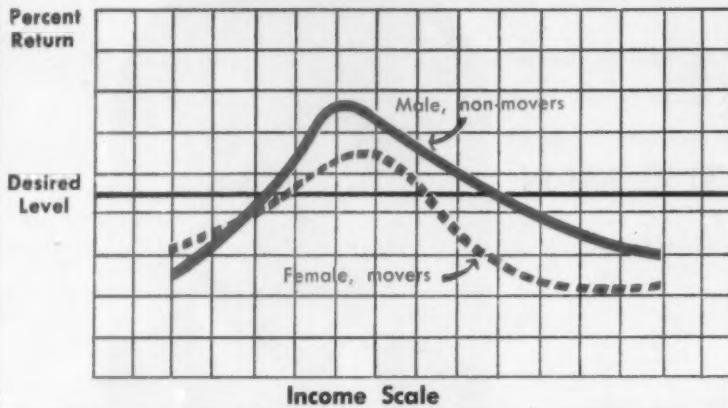
**Proceedings of the IRE**  
**The Institute of Radio Engineers**

Adv. Dept. 72 West 45th Street, New York 36, New York • MURray Hill 2-6606

Boston • Chicago • Minneapolis • San Francisco • Los Angeles



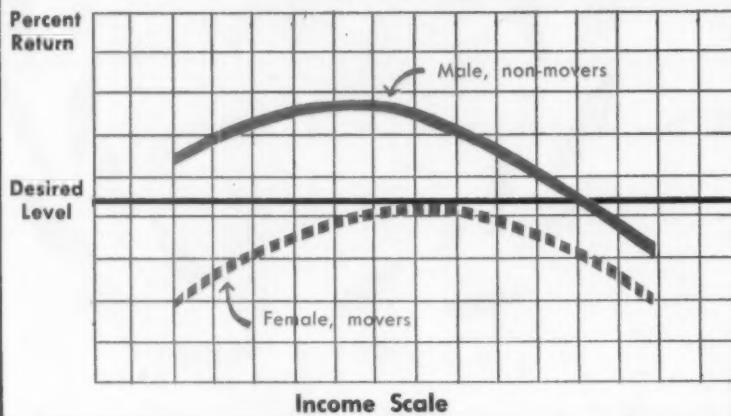
## MULTI-FAMILY HOMES



### An Advertiser Makes a Mailing . . .

HE DISCOVERS that his returns were higher for households with male heads than for households with female heads, and higher for non-movers than for movers. Note the differences in pattern of response between multi-family telephone households, single-family telephone households. Charts show best/worst combinations.

## SINGLE-FAMILY HOMES



of the four-person households had telephones, but only 59% of the one-person households were subscribers.

Among occupational groups, farmers have the fewest telephones. This fact is partly related to income and spending power, as shown by the fact that 81% of the farmers in the Northeast had telephones, against only 31% of the farmers in the South.

The report illustrates that telephone households, whether used for sales or research purposes, cannot be regarded as cross-sections of all households.

In effect, this information underlines the need for an understanding

of the socio-economic forces built into the telephone household group, so that this most stable three-quarters of the nation's households can be approached on a selective basis.

Since telephone households have characteristics which differ from non-telephone households, any concentration on them as a group becomes a form of selective marketing. The broad usefulness of the telephone segment of the population is based on the economic fact that most products find their greatest market outside the lowest income groups and within stable family units.

While many additional subsegments

of the telephone household market can be drawn from the report, two broad selection techniques serve to illustrate what can be done in selecting telephone names:

The first technique divides the entire telephone market on the basis of sex of the head of the household. This results in striking marketing differences. The report clearly shows that households with female heads are smaller, older and have lower incomes. The median age of female heads of households is 58 years. One-half of the nation's telephone households with female heads are made up of unrelated individuals, and three-fifths of the female heads are widows. Less than one-fifth never have been married.

On the other hand, around 97% of the households with male heads are family groupings, and in all but a small fraction of these the wife of the head of the family is present. The proportion of telephone households with male heads who are widowers and the proportion who are bachelors both approximate 2%.

A second broad market selection technique among telephone households is based on length of residence: information that is available to mass marketers by checking directories against the previous year's edition. The report identifies, for example, those households whose heads have moved within the last year, and those whose residence is longer than one year.

► Movers—those who lived in a different dwelling one year previously—are younger and have more young children, while non-movers are older and have more older children. Among households who have moved, the median age of male heads of the family is 32 years; among non-movers, the median age is 47 years. Movers are more likely to have two earners in the household, but less likely to have three or more. The difference here apparently is between couples and working children.

Among non-movers there are proportionately more children six to 13 years and adults 35 to 44 years than among movers. Among movers, on the other hand, there are proportionately more adults 25 to 34 years and children under six.

Considering all consumer households in the country, 29% have family members under six years of age. However, subdivision of telephone households shows that members in this age group are included in only 8% of the telephone households with female heads, but are part of 44% of telephone households with male heads



**The fastest way to get an out-of-town  
prospect's ear is a Long Distance call.**

You're right in his office in a matter of seconds. You can talk to him personally. You have a good chance to make a sale... because selling by telephone is so much like selling in person.

**Long Distance pays off! Use it now... for all it's worth!**

**LONG DISTANCE RATES ARE LOW**

*Here are some examples:*

Cleveland to Pittsburgh . . . . .	60¢
Des Moines to Chicago . . . . .	\$1.00
Washington, D.C. to Boston . . . . .	\$1.10
Miami to St. Louis . . . . .	\$1.20
San Francisco to New York . . . . .	\$2.50

*These are day rates, Station-to-Station, for the first three minutes. Add the 10% federal excise tax.*



**BELL TELEPHONE SYSTEM**

who have moved within the last year.

In a broad sense, some of these facts about telephone households have been assumed by mass marketers, but this survey report offers the first actual proof that these assumptions have been correct.

Charts I and II on page 80 illustrate how selection techniques described in this article may be applied in marketing to telephone households. Chart I is for multi-family dwelling units and Chart II is for single-family units.

The returns on the particular mail promotion illustrated were higher for households with male heads than for households with female heads, and higher for non-movers than for movers. The best and the worst combinations only are shown.

The desired level of return (heavy horizontal line) indicates that no female movers in single-family homes should be mailed and that other selection groups should be mailed only within particular income ranges. Results for different products vary in relation to the socio-economic characteristics of the market.

The two techniques described here — sex of the head of the household and length of residence — illustrate but two important factors in market selection. Other basic factors now being used by sophisticated marketing firms include the type of neighborhood in which the household is located, as described by incomes and level of home ownership or educational attainment.

► Important differences are found between apartment house dwellers and families living in single residence dwellings. The length of residence factor, mentioned earlier, can be checked back for two, three, four or more years to determine family stability. The emphasis in market selection, however, is not on the best overall market, but on the selection of the best possible market for each distinct product or service.

Some firms, for example, have found an excellent market among lower income families, especially those headed by females living in apartment houses. Conversely, other marketers discover their best market among upper-middle income groups, with male heads of households in single-family dwellings. Some products are marketed best among well-educated households which have moved during the last year.

Certainly, the McIntyre report confirms that one of the basic marketing tools available to the consumer sales organization is the telephone directory. ♦



#### Meet Joe!

He's Cory Inspector No. 306 and, he's the guy who received and inspected the product you just returned for service.

Joe's main job is to be sure that any customer of Cory Corporation gets prompt and efficient service on any item returned. And, believe me, his face is red anytime a Cory customer is inconvenienced.

He's personally checking your product for you and Joe will see that it's returned to you in tip-top condition—and pronto.

CORY CORPORATION • Service Department  
2010 S. Marshall Blvd. Chicago 23, Illinois

**CORY-MEREDITH FRESHWIND AIR** *Household*

P.S. If for any reason you want to write further about this—write Joe—but refer to Repair Order No. RG.

Printed in U.S.A.

## Cory's Anxious "Joe": He Soothes Irate Customers

Here's an effective plan for handling customer complaints . . . with just the right serio-comic feeling to restore confidence in buyers running a fever over an appliance that doesn't work.

When a Cory knife sharpener, or even an automatic coffee brewer finds its way back to the plant, a simple but effective public relations device is set in motion—a return post-card invites the usually irate customer to "Meet Joe," a sincere looking fellow with a very red face.

The card provides an automatic method for immediately notifying any customer who has returned a Cory appliance for service, that (1) the unit has been received and (2) the service department is working on it.

The "red face" theme offers the humility of embarrassment at the product's failure, and few customers can resist this approach—initial ill-will usually vanishes.

When the unit has been repaired and returned, a second card arrives shortly after the customer has received his appliance.

"Joe" still looks anxious on this card, although somewhat less embarrassed. In this case, the customer is asked if he is satisfied with the repair service he received.

The Cory Corp. reports that most customers tell Joe they are extremely well satisfied and grateful.

When the necessity arises for a double-check of service standards, Cory employs still a third card—"Hello, I'm Max."

This card is sent out approximately one month after the repaired unit has

been returned to the customer. While this phase is not automatic, it provides a necessary follow-up and confirmation of customer satisfaction in certain cases.

Norman Schlegel, marketing vice president for the Cory Corp., says, "In addition to notifying the customer that his unit has been received and is being repaired, the 'Meet Joe' card provides the customer with a returned goods number against which he can check any unnecessary delay.

"The fact that the cards are humorous," Schlegel continues, "converts the person from an 'annoyed customer' to an 'amused customer' who is generally impressed with the fact that Cory is sincerely interested in giving proper and immediate service.

"The second card not only projects the 'Cory is interested' theme, but serves as an easy way for the customer to give vent to his ruffled feelings if, for any reason, the repair has not been properly completed.

"Such negative replies," he continues, "are forwarded directly to the service manager, who takes direct action to correct the situation that may have led to such customer disappointment."

Says Schlegel, "When a customer realizes that Cory is determined to keep its products working properly, his confidence in the company grows. He, then, is extremely likely to become a repeat customer." ♦

# Detroit's on the GO! So's The Detroit NEWS-

**475,873**

HIGHEST WEEKDAY CIRCULATION  
IN DETROIT NEWS' HISTORY!

**596,884**

HIGHEST SUNDAY CIRCULATION  
IN DETROIT NEWS' HISTORY!

\*For the 6-months period ending March 31, 1959, as filed with ABC subject to audit.

The Detroit News today gives advertisers greater-than-ever coverage in a bigger-than-ever Detroit. Now's the time to step-up your advertising in The Detroit News to pep-up your sales in the Detroit market . . . where auto production is surpassing all forecasts . . . where retail sales are breaking all records . . . and where private interests and utilities are investing millions in new buildings and expansions.

## The Detroit News

New York Office . . . Suite 1237, 60 E. 42nd St.  
Pacific Office . . . 785 Market St., San Francisco

Chicago Office . . . 435 N. Michigan Ave., Tribune Tower  
Miami Beach . . . The Leonard Co., 311 Lincoln Road



CHAMPAGNE SYMBOLIZING VIP service is presented in drive to sell VIP flights. H. Z. Carter (seated), executive v-p, Avondale Marine Ways, Inc., receives his bottle from Capital hostess Nancy Campbell, assisted by Duane Stevens, sales representative, and Captain Deak Holman. Crew members donated time off to drive.

## Selling with Showmanship

**Capital Airlines uses hostesses, pilots, co-pilots, champagne and fire-engine red blazers in all-out drive to sell increased services.**

"Mr. Carter, there's an airline hostess and a gentleman in a red coat to see you."

This announcement, stated in various ways, was made to over 600 executives in New Orleans from April 20 through April 24. During a five-day sales drive, all known air-travel prospects in and around New Orleans were called on by a Capital Airlines sales representative wearing a bright red blazer and accompanied by either a hostess, pilot or co-pilot in uniform.

On top priority calls, a gift-wrapped, split bottle of champagne was presented to the executive. The champagne was used to dramatize Capital's VIP flights — for Very Important Passengers. These flights feature complimentary champagne and filet mignon dinners, corsages for the ladies and faster baggage handling.

The cause for the all-out sales drive was the airline's new summer schedule which became effective Sunday, April 26. On that date, the number of seats available out of New Orleans almost tripled. Prior to April 26,

there had been 132 seats a day offered, and all were on flights to Atlanta and New York. With the new schedule this figure jumped to 352 and the service was expanded to include Washington, Philadelphia, Buffalo, Rochester, Cleveland, Detroit, Birmingham and Mobile.

Seven sales representatives were brought in from the cities to be served under the new schedule. They were joined by the local sales representative and a group of New Orleans-based hostesses, pilots and co-pilots. Using crew members on selling assignments is new with Capital; it had been tried on a smaller scale in Minneapolis/St. Paul a week earlier. Judging by the success of Operation Co-operation in New Orleans, this program will become a permanent item in Capital's bag of selling-tricks.

Operation Co-operation was conceived by Capital's Marketing Department with the assistance of the Operations Department. Walter H. Johnson, Jr., senior vice president-marketing, says, "We know that people

generally like to talk to flight crew members because they feel that flying is an occupation both glamorous and exciting. Therefore, we think it makes sense that regular and potential air travelers will more readily listen to a sales message if it is delivered by an attractive hostess or a rugged pilot or co-pilot. This does not mean, of course, that the salesman merely goes along for the ride. Aside from drawing widespread attention with his red jacket, the salesman's responsibility is to plan the calls, have the facts and ask for the business."

► One of the most interesting aspects of Operation Co-operation is that all the crew members contributed their time off to become salesmen. During the five-day program, they donated a total of 28 man-days to the cause. Not only were the crew members good salesmen, but they genuinely enjoyed their brief selling stint. Their enthusiasm was contagious, and both the customer and regular sales representative were swept up in it. As one of the customers remarked, "Being called on by an attractive hostess is an unusual and highly enjoyable way to be sold."

In addition to employing Operation Co-operation on a grand scale, Read Q. Chalfant, vice president-sales, and Guy Springer, director of passenger sales, outlined a thoroughly comprehensive sales attack which included bids made to Central American air carriers and travel agencies booking passengers through the New Orleans gateway, as well as an attempt to get more north- and east-bound military personnel funneled through New Orleans via Capital.

Advertising was timed to hit the public during the week of April 20 while the boys in red were still on the streets. Eighteen-hundred-line ads, announcing Capital's increased services from New Orleans, appeared in the Times Picayune and States Item. A heavy concentration of minute radio spots were purchased on the city's four largest stations. A champagne breakfast was held for all the influential travel agents in the area.

Jack Ruhl, Capital's district sales manager in New Orleans, was responsible for coordinating all of the sales efforts. Ruhl reports, "As a result of all our sales activities, we can point to an increase of 21% in the number of phone calls we received the week after the conclusion of the sales drive. I was quite impressed with Operation Co-operation. It is a novel, and I believe, a highly successful sales tool." ♦

EMOTIONAL FACTORS

Why Metalworking Managers Buy  
and How to Motivate Them

MARKETING WORKSHOP REPORT

**S T E E L**  
The  
Metalworking Weekly

## *Marketing Workshop Report*

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# **STEEL Announces New Study of Emotional Factors Underlying Industrial Purchases**

### **MARKETING WORKSHOP, PHASE 1:**

Just compiled, here are data covering a prime area of marketing never before fully explored . . . data that promise to open new, exciting avenues for more effective advertising and selling.

The Marketing Workshop, founded in late 1957, is a continuing project underwritten by STEEL Magazine. Its purpose is to explore those areas of marketing that can lead to improved communications and selling to metalworking.

The current *depth study of emotional factors in industrial buying* joins the wealth of marketing and advertising aids supplied through the years by STEEL and other progressive publishers.

IN PAST YEARS, alert marketers have used many reliable sources for data on market scope and potential. The industrial press has compiled libraries of statistics on number and size of metalworking plants, *where* the industrial buyer is, *who* he is and *what* he purchases. All are invaluable aids.

Now . . . a recognition and understanding of WHY he buys can help marketers and advertisers complete the full cycle . . . build maximum productivity into advertising, selling and over-all marketing programs.

STEEL'S NEW STUDY is the result of a unique collaboration between specialists in four fields . . . motivation, selling, magazine editing, and marketing. Together, these specialists have put the data into practical, usable form for advertisers, their sales management and agencies.

The findings include data such as: the "personality composites" of the four key metalworking managers in administrative, production, engineering, and purchasing . . . sales and advertising approaches best suited to increasing sales of *materials, components, and equipment* . . . practical suggestions on how to "slant" corporate images to the interests of large, medium and small companies.

The result adds a complete new dimension to metalworking marketing. STEEL representatives will soon have the published results. They will welcome the opportunity to help metalworking advertisers integrate these data into marketing programs.

## *Marketing Workshop Personnel*

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### **Dr. F. Robert Shoaf**

*Motivation Research Consultant*

*Asst. Professor of Marketing, New York University*

Marketing Workshop's specialist in the emotional aspects of industrial buying and selling, F. Robert Shoaf, A.B., M.S., Ph.D., has a rich background in Industrial Psychology, Psychology of Sales and Advertising, and Motivation Research.



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### **Howard G. Sawyer**

*Vice President, James Thomas Chirurg Company*

A 25-year veteran of the advertising agency business, "Scotty" Sawyer has earned the respect of marketing men everywhere. Head of the Chirurg agency's Facts Division, his searching critical mind and fresh creative thinking make him an important part of the Marketing Workshop, especially in the areas of advertising readership evaluation.



---

### **Walter J. Campbell**

*Editor, STEEL Magazine*

An authority on communications to metalworking managers, "Walt" Campbell has pioneered the Tell-Graphic method of business reporting which gives the metalworking reader more usable information in less reading time. He knows readers; knows what gets readership. In the Marketing Workshop, his experience is important in converting research data into informative, usable reports.



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### **Dr. Hector Lazo**

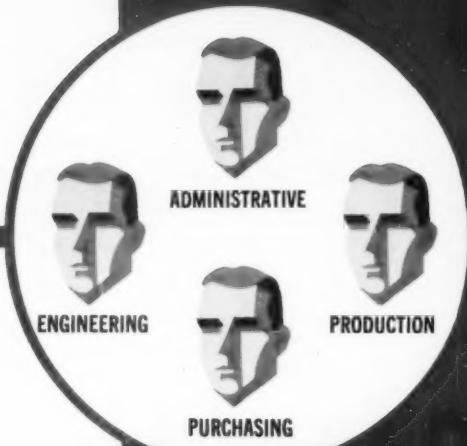
*Managing Director, Marketing Counsellors, New York City*

*Professor of Marketing, New York University*

Names like General Motors, United Fruit, Sunshine Biscuits and the U. S. Dept. of Commerce dot Hector (Don) Lazo's background. Academic awards and the names of books he has published testify to his brilliance in the marketing field. In STEEL's Marketing Workshop, his knowledge of markets and the modern marketing concept will prove invaluable in converting motivation research into practical, usable data for sales management's use in improving direction of personal selling.



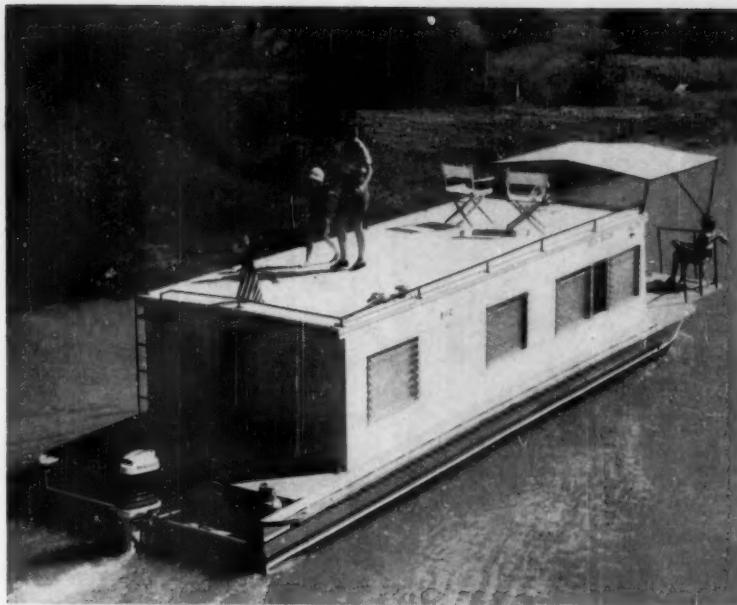
Practical Data to Help  
Advertising and Sales  
Communicate More Effectively  
to Metalworking's  
4 Key Buying Influences



Long suspected . . . now proved: the *basic needs* of metalworking buying influences are no different than those in any other vocation! However, the *way* these influences *react* to their needs is unique in the metalworking industry.

A recognition and understanding of the *emotional factors* underlying industrial purchasing decisions can help you . . .

- Gear *marketing and promotion strategy* to the needs, fears and aspirations of metalworking managers.
- Hold present *customers*, penetrate *prospects* faster.
- Shake *complacency-habit inertia*.
- Increase effectiveness of personal selling through an understanding of the *factors* that create *buying resistance*.
- Upgrade the *believability* of your advertising and sales promotion.
- Use of your *corporate image* as a selling wedge.



GOOD RISKS FOR BANKS say financers of maritime items like this popular houseboat. You may try and cheat on car payments, but you're less likely to with a boat.

## Boat-Builders Bombast Gallup: Theirs Is Now "No. 1 Sport"

By now Dr. George Gallup doubtless has bought a boat and chugged off from Princeton, N. J., to distant and quiet waters.

In one of his syndicated survey reports, as director of the American Institute of Public Opinion, Gallup came up with figures on the total number of Americans who annually engage in various sports and games.

Among spectator sports, for exam-

ple, he ranked baseball first—being viewed one or more times a year by 28 million adults. This was followed by football, with 23 million witnesses, and basketball—18 million.

Crossword puzzles, with 30 million annual strivers, nosed out checkers—25 million, and bingo and pinochle—24 million each, as adult America's favorite indoor games.

In participant sports, Gallup ranked

swimming on top, with 33 million—followed by fishing and dancing—32 million each. This list stretched down to roller skating, tennis and volleyball, each with four million, and to skiing—three million.

But while including such bizarre activities as badminton and billiards, Gallup left out boating entirely.

Promptly, into this breach, or this lake, leaped National Association of Engine & Boat Manufacturers, New York. Newspapers and their readers were told that the No. 1 participation sport today is not swimming but boating, which last year attracted 37 million people.

And while they had the floor, or the helm, Fred L. Hewitt, president of NAEBM (and also president of Over-lakes Corp., New York, Century Boat Co., Manistee, Mich., and Cruisalong Boats, Solomons, Md.) and NAEBM's p.r. consultants, H. A. Bruno & Associates, spread the breezy word to every other editor who would listen.

Sales Management was not to be missed. In fact, SM may have been engulfed in even more buoyant boating statistics than some of the others, by daring to ask NAEBM and HABA a few questions.

Some of the answers:

- The boating market in 1959 probably will expand 20% to \$2.4 billion.
- Between 1947 and 1958 retail expenditures on boating more than doubled to over \$2 billion, while the number of recreational boats in use trebled to 7,330,000.
- Boats built in 1958 consumed, among other things, 171 million square feet of sheet plywood, 47 million pounds of aluminum, 36.9 million pounds of fiberglass.
- All American pleasure boats in 1958 consumed 404 million gallons of gasoline; 22.2 million gallons of diesel



SHADES OF HAWAII beckon in the catamaran design above. This twin-hulled "cat" is exceptionally stable and smooth-riding. Already an attention-getter in '58, it will play a part in the boating industry's expected 20% expansion in '59.

# You'll hold your most effective meetings with the NEW RCA 'LECTRONIC LECTERN

**GET YOUR IDEAS  
ACROSS FORCEFULLY  
... audience hears  
every word**

Speak from an RCA 'Lectronic Lectern and you know you're getting across clearly to the farthest corner of the room. Go ahead and call a meeting on short notice in any space that's available. Your completely portable 'Lectronic Lectern can go right along with you. Its powerful all-transistor amplifier, built right into the system, operates from any 110-volt A.C. outlet, or batteries. Transistors mean instant operation and long life.



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Sets up in  
30 Seconds**

Just open it up,  
plug it in, and  
start talking.

fuel; 20.2 million gallons of lubricating oil; 10.4 million gallons of marine paints and varnishes . . .

National Geographic Society counts as water only 47,661 of the 3,022,387 square miles of continental U. S., and in the West and Southwest one can go wide distances without getting wet.

Yet NAEBM shows, the boating market reaches into every state. Outboard motor sales, last year totaling 545,000, ranged from 50,300 in New York and 37,300 in California to 1,000 in Nevada and 700 in Wyoming.

The 11 leading metropolitan markets for outboard motors—with sales from 31,400 to 6,100—were, in order: New York, Chicago, Los Angeles, Detroit, Minneapolis, Boston, San Francisco, Seattle, Milwaukee, St. Louis and Philadelphia.

NAEBM tosses us further facts:

"Two interesting trends in boat construction are the rising popularity of the self-propelled houseboat and the development for use with motor of the catamaran (twin-hulled) craft.

"The houseboats are generally of steel with a barge-type underbody and a little cottage bungalow on the barge. These can be propelled by either inboard or outboard motor, and are particularly adapted to the more protected coastal waterways and the smaller lakes and quiet rivers."

► In boat construction, "perhaps the single most significant development is in the use of fiberglass reinforced plastic for all types of craft except the larger inboard cruisers."

But how do all the new boat buyers get them paid for?

NAEBM's publicists did a bit of checking for us:

"First National City Bank grants loans on boats and boat equipment up to 36 months for new products and up to 24 months on used materials. But for most boating loans 12 months is the minimum time (and borrowers for boats are good risks).

And NAEBM comes up with a list of 225 "banks with boat financing facilities." These include 222 in 37 states and D. of C.; Lawrence Warehouse Co., Vancouver, B. C., and Mexico City (which sounds like a factoring setup); and United Trading Co., Wing On Life Bldg., Hong Kong (Attention: Mr. Leung Yun Hei).

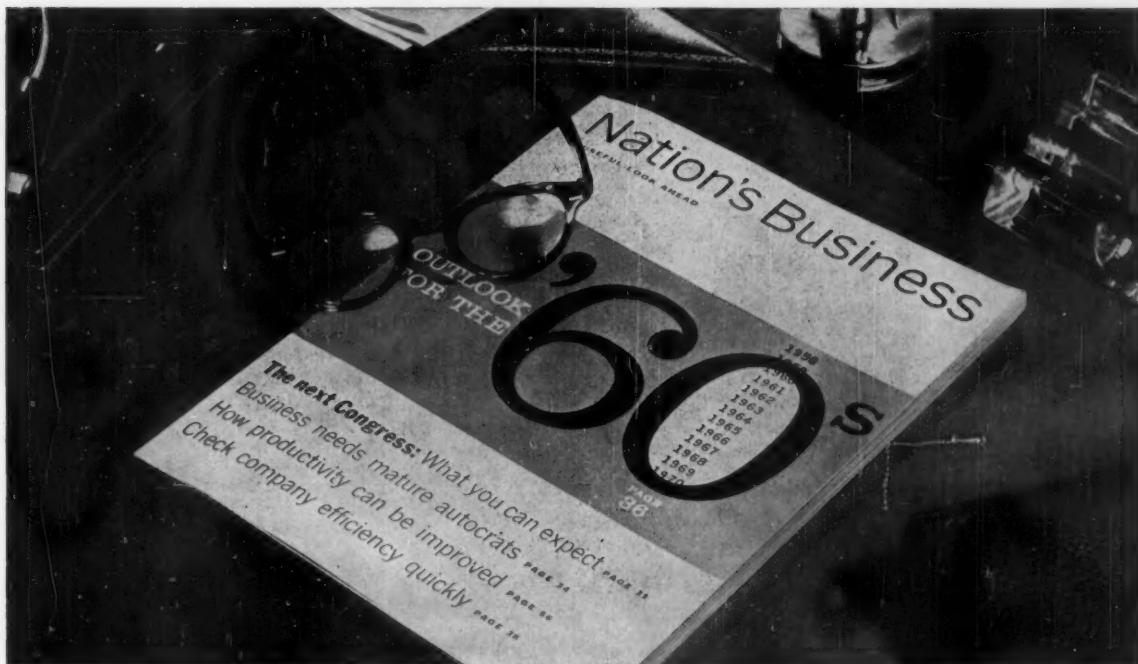
More than half of all these marine angels are in just eight states—led by New York, with 24; Texas, 19; New Jersey, 17; California, 16, and including Florida, Illinois, Massachusetts and Missouri.

But the Bank of Nevada, at Henderson, and Idaho First National Bank, Coeur d'Alene, stand ready to send you seaward, too. ♦

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business market...



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You can expand your sales-building coverage of business and industry...

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Of 750,000 subscribers, 550,000 are the presidents, owners or partners of their firms. Here is broad coverage of all markets: manufacturing, banking, construction, transportation, wholesaling, retailing, communication—the giant corporations, plus those vitally important medium-sized companies on the move, on the way up.

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**NATION'S BUSINESS, 711 Third Avenue, New York 17, N.Y.**

## WORTH WRITING FOR . . .

### The State of Agriculture

Report on farming in the spring of 1959, useful to executives who have marketing and distribution responsibilities. It takes a sharp look at current conditions, the future outlook and at trends and developments in farm practice and technology. It also reflects the soft spots in the farm economy and the tempo of the times so far as the transition of agriculture is concerned. Write Dana Fernald, Vice President-Sales, Dept. SM, Farm Journal, Philadelphia 5, Pa.

### Beauty Survey

Part I of Seventeen's Subscriber Panel Beauty Survey No. 2, covering the beauty habits and product preferences of the young-women-under-twenty market: skin, hand and hair care, oral hygiene, personal daintiness. Part II, now in preparation, will cover perfume, toilet water, cosmetics, summer and miscellaneous beauty products. Write K. Allan Taylor, Advertising Director, Seventeen, Dept. SM, 488 Madison Ave., New York 22, N. Y.



### THE *Hollywood Beach* salutes

J. Stokes Clement joined the Sandura Company in 1936 as a sales representative, and in 1941 rose to the position of assistant to the President. In 1946 he became President of the Paulsboro Manufacturing Company, a Sandura subsidiary, and shortly thereafter he became President of both companies, which were later merged under the Sandura name.

Under Mr. Clement's leadership, Sandura has grown swiftly to become the nation's largest manufacturer of rotogravure vinyl floor covering, under the trade name of *Sandran*. The company is known throughout the industry for its harmonious relations with its distributors and dealers and for its unique franchising and price protection policy. Mr. Clement personally directs Sandura's sales and marketing division, traveling over 100,000 miles yearly in his efforts to maintain close personal contact with his dealers and distributors.

In 1959, the Sandura Company held its annual distributors meeting at the HOLLYWOOD BEACH HOTEL.

BEN TOBIN, President

RICHARD H. FREY, Vice President-Sales

**J. STOKES CLEMENT**  
President  
SANDURA COMPANY



New York Office: MU 8-6667  
Chicago Office: SU 7-1563

### Downtown Markets

Data on how you can save the valuable "downtown" store volume for your brands by selling the vast number of new prospects moving into central-city areas. For example, in Los Angeles, the Negro population will be 29% of the total consumer market growth by 1967. Between 1950 and 1955, almost 200,000 new Negro customers have located in Chicago—mostly young families who are qualified prospects for quality-branded products. Write Frank G. Davis, Research Director, Dept. SM, Johnson Publishing Co., 1820 S. Michigan Ave., Chicago 15, Ill.

### Local TV Programming

Report No. 4 from NBC Spot Sales Timebuyer Opinion Panel, which delves into such facets of local television programming as the importance of personal salesmanship, the value of "live" shows as opposed to film, editorializing on local TV news programs, importance of a host personality in a feature film program or a children's cartoon show. Write Richard H. Close, Director, NBC Spot Sales, Dept. SM, 30 Rockefeller Plaza, New York 20, N. Y.

### Fraud Losses

Survey of areas in which fraud losses occur. American business loses \$1½ billion annually through fraud and embezzlement, which is equal to 3½% of corporate profits, exceeding the value of the annual increase in productivity due to automation of paperwork. How to save the 3½% of profits—and maybe more—is covered in detail. Write J. R. Below, Dept. SM, Cummins-Chicago Corp., 4740 N. Ravenswood, Chicago 40, Ill.

### Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

*Philadelphia Newspaper Analysis* by Sindlinger & Co., Inc. The Philadelphia Inquirer, Philadelphia, Pa.

*1958 Major Markets Analysis*: All 280 major markets. Dept. SM, Greensboro News and Record, Greensboro, N. C.

*New Display Ideas*: Stainless Metal Products, Inc., Dept. SM, Products Division, P. O. Box 8213, Chattanooga 11, Tenn.

*Your Trademark on Libbey Glassware*: Libbey Glass Division of Owens-Illinois, Toledo 1, O.

*The Milwaukee Consumer Analysis for 1959*: The Milwaukee Journal, Milwaukee, Wis.

*Market Facts, Inc.*: Study of the Rotarian reader. The Rotarian, Dept. SM, 1600 Ridge Ave., Evanston, Ill.

**WIRE & CABLE**  
Lighting, heating, electrical  
equipment, etc.  
AS ADVERTISED AND SOLD IN  
**FACTORY**

Photograph, from an advertisement in FACTORY, courtesy Anaconda Wire & Cable Company

**Factory is a unique sales helper.** Unique because *only* FACTORY, among all businesspapers, provides its readers . . . the men who plan, equip, operate and maintain manufacturing plants . . . with *management* help on production and maintenance. These men who really *run* the plants turn to FACTORY as the *prime* source of help on a wide range of management techniques that they must use — such as cost control, work simplification, preventive maintenance, quality control and dozens of others.

This FACTORY audience works in a climate of a continuous striving for lower costs and greater productivity . . . a natural climate for your sales development. Why? Because it is an important responsibility of plant operating management men to seek out and consider equipment that will help them do their jobs. It follows that they are receptive to the benefits of your equipment. Here is an exclusive climate where you can promote ideas and equipment that plant men need . . . if you convince them that they have that need.

*A McGraw-Hill Publication (ABC, ABP), 330 West 42nd St., New York 36, N. Y.*

**BETTER PRODUCTION AND MAINTENANCE THROUGH BETTER MANAGEMENT**



## NEWEST... LOWEST COST-PER-THOUSAND SALES PROMOTER!

*Ideal For New Product Promotion . . . Premiums And Sales Contests . . . TV & Radio Personality And Program Promotion . . . Retail Store Delivery And Publicity . . .*

*Available Assembled & Ready To Run Or In Build-It Yourself Kits*

Meet America's newest and most unique sales hypo . . . the Charming Surrey '03, the "car with the bashful look."

Ride it down the street to introduce a new product or advertise a program—watch the ogling and see the crowds gather.

The Surrey '03's versatility is limited only by your own imagination. As a contest premium, as the hit of a parade or civic celebration, as a public relations "loan-out" to community and service groups . . . for TV (or radio) retail tie-ins—you name it!—your small investment in the Surrey '03 is a low cost, practically no-cost-per-thousand investment that pays off in happy dividends.

The Surrey '03 is a charming reproduction of the original model. It has an 8 hp, 1 cyl Cushman motor (about 70 miles per gallon); sealed beam lights in solid brass headlights and tail lights; directional signals;

Goodyear tires. Also electric starter, internal expanding brakes; two speeds forward, one reverse.

The Surrey '03 also comes in knocked down, build-it-yourself kits for premium and contest use (motor, transmission and differential already assembled—no machining or special tools required). Service, parts and inspection available nationwide through famed Cushman dealers.

Get with the Surrey '03 now, while exclusive arrangements can be made. For prices and literature, call or write:

**DYER PRODUCTS COMPANY, 514 2nd St., Canton, Ohio, Phone Glendale 3-9161; or OLD TIME AUTOS LTD., 60 East 42nd St., New York 17, N.Y., Phone Oxford 7-1561.**

***The charming***  
**SURREY '03**  
*The car with the bashful look*

### Current and Popular Reprints from SM

Send orders, with remittance, to Readers Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y.

#### Private Vs. National Brands

Reprint #361 Price \$1

#### Your Undeveloped Selling Asset,

by Joseph Daroff  
Reprint #369 Price 20c

#### The Salesman's Enlarged Role Under the "Marketing Concept,"

by The Editors of Grey Matter  
Reprint #370 Price 10c

#### Big Business Gives Big OK to Marketing Management,

by Hector Lazo  
Reprint #371 Price 25c

#### Are You Flunking in Creative Thinking?

by B. B. Goldner  
Reprint #372 Price 25c

#### How to Reach Minds—and Hearts—When You Talk to People

Reprint #373 Price 15c

#### So You Cut Back on Advertising!

by Charles H. Brower  
Reprint #374 Price 15c

#### If You Can't Keep Your Best Salesmen,

by Wallace Johnson  
Reprint #375 Price 25c

#### 15800 More Sales Calls Per Year,

by William B. Pierce  
Reprint #376 Price 35c

#### Planning Guide for Your First Sales Training Program,

by Robert McMurry  
Reprint #378 Price 25c

#### 64% of Industrial Calls Are on the Wrong Man

Reprint #379 Price 20c

#### What Happens to Advertising Under Marketing Concept Operation,

by A. R. Hahn  
Reprint #380 Price 50c

#### Cost of Poor Salesmen Selection

Reprint #385 Price 15c

#### Little Things Are the Hallmark of the Great Salesman,

by James F. Bender  
Reprint #391 Price 15c

#### Almost Every Promotion Means a Move,

by John M. Wilson  
Reprint #392 Price 15c

#### What Buyers Expect from Salesmen,

by The Editors of Grey Matter  
Reprint #393 Price 20c

#### Two Dozen Courtesy Rules for Salesmen,

by James F. Bender  
Reprint #394 Price 20c

#### The Sales Problem We Hate to Face,

by M. J. Butler, Jr.  
Reprint #395 Price 10c

# Monthly Dividends—Worth the Cost?

Some companies think so, among them William Wrigley, Jr., and American Home Products. They feel that twelve checks a year go far toward maintaining healthy stockholder relations.

"A frequent request, especially from retired folk, is for a portfolio which will yield dividends every month," writes Sam Shulsky, financial writer for The New York Journal-American.

He goes on to point out that enough companies have broken with the old tradition of quarterly payments so that it would be perfectly possible for a shareholder to draw all of his investment income on this basis.

William Wrigley, Jr. Co. stockholders—all 13,333 of them according to the latest nose-count—receive their dividend checks on the first of each month. If the company didn't actually pioneer the practice, certainly it is to be numbered among the firms that have the longest history of 12-times-a-year payoffs. The policy was instituted in 1912, when the stockholders were few and the company was a private corporation.

Three other companies that have paid monthly dividends for 25 years or more are American Home Products Corp.; Dominguez Oil Fields Co.; and Miles Laboratories, Inc.

At least two grocery chains follow the practice. Winn-Dixie Stores, Inc.

(formerly Winn & Lovett) started monthly payments in 1953, Safeway Stores, Inc., in September of last year.

Monthly dividend mailings are considerably more costly to handle than quarterly mailings, but the companies feel the added expense justified by improved stockholder relations. They know the shareholders like it. The trend of their thought goes like this: People get bills every month, and if they own stock, they like to see money coming in just as often.

This is especially true of women, and most makers of consumer products bought largely by women would like to have more women stockholders. Corporations like the idea of communicating often with shareholders who are, increasingly, regarded as potential customers and potential salespeople in the sense of their ability to influence sales. A dividend check is a cheerful tool of communication.

Generally speaking, the corporations which lean toward payment of monthly dividends are those selling consumer products. This is true even of Colorado Central Power Co., whose president, James W. Cryder, tells

Sales Management: "We like to think of ourselves as a merchant selling service the same as any other large merchant."

Companies paying dividends monthly are accustomed to defending the practice against challengers. In a report "Reviewing Our Dividend Policy," American Home Products' board chairman says, "From time to time our dividend policy is questioned by individuals who feel that the costs involved might be excessive... Surveys of stockholders' opinions and reactions... have indicated that more than 95% of the stockholders have favored [monthly payments]."

Colorado Central Power says only 12 out of 2,500 stockholders objected to a switch to monthly payments.

Phoenix Glass Co. has been paying monthly dividends for seven or eight years. Lock Joint Pipe Co. formerly paid 12 times a year, but gave this up after splitting its common stock in March, 1958. Another firm gave up the practice when its dividends fell to one cent a month. Federal National Mortgage Association—not a corporation, but a U.S. Government-con-

POSTMEN RING TWELVE TIMES a year at the homes of Wrigley stockholders. Neither yardstick nor micrometer can

measure the good will that results, but you know it's there because you know how you'd feel if it happened to you.

Dividend

WM. WRIGLEY JR. COMPANY  
(A DELAWARE CORPORATION)

Notice

July 31, 1958

At a meeting of the Board of Directors held July 9, dividends were declared as follows:

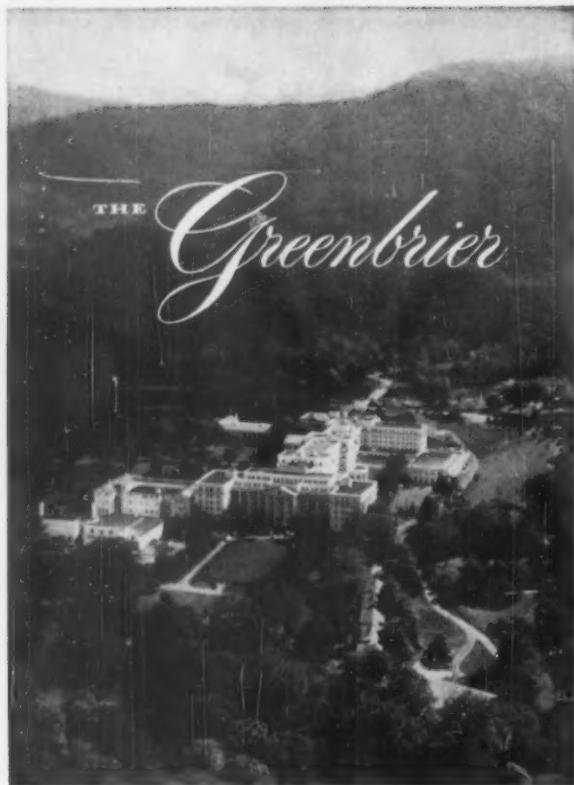
A regular dividend of 25 cents per share payable September 2, 1958

A regular dividend of 25 cents per share payable October 1, 1958

A regular dividend of 25 cents per share payable November 1, 1958

A regular dividend of 25 cents per share payable December 1, 1958

To holders of record on the 19/20th day of the preceding month



## AMERICA'S INFORMAL BUSINESS CAPITAL

You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, and a theatre with a CinemaScope screen. Accommodations are magnificent; the food is gourmet fare. For after-session enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through *successfully*.

*Special Winter Rates* available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. **EFFECTIVE DEC. 1, 1959 - FEB. 29, 1960.**

FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 17 E. 45th St., MU 2-4300 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg., RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervy, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

*THE  
Greenbrier*

WHITE SULPHUR SPRINGS • WEST VIRGINIA

trolled body (familiarly called "Fannie May") pays 20 cents monthly on its 400,000 outstanding shares. When Fannie May buys a mortgage, the selling institution accepts two percent of the price in common stock.

When a company pays monthly dividends, it usually continues the custom of declaring dividends once each quarter. This means the board of directors is not required to meet more frequently than quarterly.

The increased expense of monthly vs. quarterly dividends isn't as great as one might guess. This is obviously true when a company has relatively few shareholders. Colorado Central Power, for example, adopted the plan in 1954 when it had about 2,500 stockholders and 300,000 shares outstanding. Increased cost was about \$1,000 annually.

► But even with a large company, the added expense, when analyzed, need not seem excessive. American Home Products, upon reviewing its dividend policy for 1953 (when it had 20,300 stockholders, 3,857,785 shares), found that savings for the year under the quarterly-payment plan would have amounted to only \$6,984, or less than one-fifth of a cent a share. Today, six years later, after a two for one stock split, with more shareholders

and a rise in postal rates, the company estimates that monthly payments are costing only \$14,000 a year more than quarterly payments would cost.

Wrigley (13,333 holders, 1,968,484 shares) estimated before the most recent postage rise that it might save about thirty-one/hundredths of a cent per share yearly by changing to quarterly payments.

► There are other ways of offsetting the higher costs of monthly mailing. For example, in adopting the plan last September, Safeway (78,000 shareholders) announced it would take over its own disbursement operations. And Walter R. Beardsley, president of Miles Laboratories, says, "The cost [of paying monthly dividends] is very minor with modern mechanization."

The value of the dividend as a tool of communication was mentioned, or at least implied, by several management distributing monthly dividends:

"The monthly payment of dividends was started with a view to encouraging wider stock ownership on the part of housewife-customer and employee, and since its adoption these objectives have been attained to a large degree. . . . The good will engendered by the program is well worth the added costs of handling." —E. W. Kavanaugh, Sec-

retary-Treasurer, Winn-Dixie Stores, Inc.

"We believe that regular and more frequent dividend payments provide an avenue between the company and its owners, that may prove less expensive and more effective than some other types of stockholder programs." —Ed Hillyer, Safeway Stores, Inc.

"This regular monthly income coincides very conveniently with the monthly problems of household budgets and living costs. Of equal importance, perhaps, is the fact that the monthly policy has enabled management to contact all the stockholders twelve times a year. Through the bulletins, they are kept informed about the company, its earnings, its activities and its products. This has helped to build a better stockholder-relations program and in many instances has created a wider use of the company's products." —Alvin G. Brush, Chairman of the Board, American Home Products, in "Reviewing Our Dividend Policy," dividend enclosure brochure issued May 1, 1954.

"We feel that it [monthly payments] gives us more frequent contact with our stockholders. A great many of our investors like the monthly check as it allows them to better budget their income." —Walter R. Beardsley, President, Miles Laboratories, Inc. ♦



## Meet Bon Ami's Maintenance Woman: She Helped Sell a Tough New Market

Cleanliness may easily be next to Godliness. But no one ever, until recently, attempted to put a cleaning woman on a pedestal.

Bon Ami has. The company whose product "hasn't scratched yet" recently gave a whirl to a fresh-skinned maintenance woman (the new title, in an age of titles, for gals who used to be called cleaning women) at Chicago's huge Merchandise Mart. For a week Stella Kruszynski, 40-ish and a spinner, got as much publicity around the Windy City as if she were Zsa Zsa Gabor incognito.

It all began when Bon Ami's new management decided a large chunk of sales potential was being overlooked because the company had no Industrial Department. That oversight was hastily corrected and John Holme (see picture) was hired to be the Department's manager.

Holme immediately began to go after the contractors who clean the huge office buildings of the country. These organizations have thousands of women employees whom you probably never see unless you're a late

worker—women who come into your office and tidy up the mess you've left.

But these contractors have their own brand of employee-employer problems: Fewer women want to work at odd hours cleaning anything as dull and impersonal as an office. Prestige for such a job is nil. And Holme reckoned that if he could do the contractors a favor they'd remember Bon Ami.

The National Sanitary Specialties Show, a huge "do" attended by leading cleaning contractors, was scheduled to meet in Chicago. And Holme, with Ken Burgher—who handles public relations for Bon Ami—came up with a natural. They'd stage, they decided, a contest—one that would capture both consumer and institutional business. And since promotion is not one of the more earth-shaking interests of exhibitors at the Show, Holme and Burgher had the field to themselves.

Bon Ami began its search for the "Maintenance Woman of the Year." It couldn't have started its quest at a more opportune time or in a better place: The company had just finished

introducing its new, cylindrical package throughout 12 midwestern states.

Obviously it would have been impossible on such short notice to canvass the entire country. So Holme and Burgher settled for the country's biggest office building—the Merchandise Mart, where the National Sanitary Specialties Show was to be held. The gal they wanted had to look fresh but neither too old nor too young. She had to be an old hand at the cleaning game. And she had to be articulate.

Stella won the contest hands down. In her early 40's, she has had 23 years cleaning experience with the Merchandise Mart. She has a mouthful of magnificent teeth and a ready smile. She copped the award from among 6,000 candidates. For her reward she got \$100 in cash, a flock of new hats from a Chicago manufacturer, a tour of the town's swankiest spots, where she was wined and dined, and a couple of orchestra seats at "The Music Man." One morning the most-widely viewed daytime television show in Chicago's metropolitan area, the Fran Allison (above) Show, had her as its guest. ♦

# Our Regional Research Facilities Can Give You:

1. Information on statistical source material, public and private.
2. Back data and forecasts on economic trends for specific markets.
3. Help in setting sales quotas.
4. Help in ironing out weak spots in distribution.
5. Information on the location of good markets (and bad).
6. Information on the characteristics of any market for both consumer and industrial products, new and old.
7. Current estimates and forecasts of the volume of business in your industry.
8. Forecasts of company sales.
9. Information on where to locate new retail outlets.
10. Information on where to locate new manufacturing facilities.

As specialists in all regional aspects of market research, of which the data published in the Sales Management Survey of Buying Power represent a single though important by-product, Market Statistics, Inc. is in a position to supply quick answers to a variety of questions bearing on the basic problems of distribution. If you want to know where to locate a new outlet, or where to pick a new distributor, or whether to hire or fire salesmen for Area A as opposed to Area B, we may already have the answers, or will be able to help you get them.

In addition, we have successfully integrated the use of SURVEY OF BUYING POWER data with field surveys to

1. Determine your total potential market and how to reach it.
2. Establish share of each manufacturer's sale in total market.
3. Determine the characteristics and location of your market.
4. Determine consumer brand knowledge, brand loyalty and brand switching.
5. Establish consumer and market attitudes toward your and competitors' products.
6. Improve product design and packaging.
7. Determine comparative prices, profit margins and turn-over studies.
8. Analyze causes for business decline.
9. Conduct sales and dealer studies to improve external and internal sales set-up.
10. Conduct new product studies.
11. Conduct motivational research studies to determine consumer attitudes.
12. Conduct probability sampling to determine consumer attitudes.

In short, the complete range of market research problems can now be tapped with the facilities of

## MARKET STATISTICS INC.

Research Consultants to Sales Management

630 Third Avenue, New York 17, N. Y. YUkon 6-8557

# Retail Sales in July at Annual Rate of \$214 Billion

By DR. JAY M. GOULD

Research Director

Sales Management Survey of Buying Power

The recovery from the 1958 recession continues with July retail sales expected to reach a \$17.9 billion level, 7% over July 1958. If this level is sustained throughout 1959, retail sales will total \$214 billion, as compared with the \$200 billion total for last year. Actually, there is little doubt that retail sales throughout the rest of the year will maintain or even better this level. Observers agree that we are in a relatively early stage of the recovery, which historically has had an average life of at least 27 months.

The resurgence, at long last, of auto sales has given the chief impetus to the retailing boom. Auto sales in April were 24% higher than in 1958,

and the industry is looking forward to a sale of 6.2 million cars in 1959, as against 4.2 million last year. The fact is that nearly 10% of new car sales will be foreign imports, but Detroit appears confident that its 1960 models will more than hold their own in the final quarter of the year.

The other two important supports for the current retailing boom are a) the spurt in residential housing starts, which is rivaling the pace set in the all-time peak year of 1950, and b) the fact that consumers are again financing their hard-goods purchases at pre-recession rates. Outstanding installment credit at the close of March was \$33.9 billion, representing a one billion dollar gain in the first

quarter, or the largest quarterly gain since 1955. Thus, we have finally witnessed the turn-around in the relation of hard-goods sales to soft goods; hard goods lag in recession, but spurt ahead in recovery, which is exactly what is happening now. Not that soft goods are doing badly: Food store sales were up 5% in April over last year; drug stores were up 9%. But the 1959 retail picture is heavily dependent on how well automotive sales regain their former level, and on the sales of appliances, furniture and other big-ticket items whose purchases had been deferred last year. So far, so good, is the verdict of retailers viewing the picture at this writing.

## 30 Best Markets For July

(Top three cities in each of 10 regions)

The following cities have a common denominator. They are expected to exhibit retail sales leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. (U. S. index serves as base, always 100.) For example, if a city has an index of 106.9 that means that its retail sales next month are forecast to lead the nation by 6.9%. Canadian figures are compared with U.S.

<b>New England</b> Salem, Mass. .... 124.3 Stamford, Conn. .... 116.5 Newport, R. I. .... 112.0	<b>Pacific</b> Santa Ana, Cal. .... 129.2 San Jose, Cal. .... 111.4 San Diego, Cal. .... 109.1
<b>Middle Atlantic</b> Hempstead Township, N. Y. 112.3 Camden, N. J. .... 104.9 Norristown, Pa. .... 103.4	<b>West South Central</b> Baton Rouge, La. .... 110.0 Lubbock, Tex. .... 109.1 Amarillo, Tex. .... 106.5
<b>East South Central</b> Jackson, Miss. .... 123.0 Meridian, Miss. .... 112.9 Montgomery, Ala. .... 111.7	<b>East North Central</b> Kalamazoo, Mich. .... 112.1 Flint, Mich. .... 105.1 Lorain, O. .... 104.7
<b>West North Central</b> Sioux Falls, S. D. .... 115.7 Sioux City, Ia. .... 110.9 Rapid City, S. D. .... 110.7	<b>Mountain</b> Albuquerque, N. M. .... 113.7 Tucson, Ariz. .... 111.7 Great Falls, Mont. .... 109.9
<b>South Atlantic</b> Orlando, Fla. .... 117.5 Greensboro, N. C. .... 116.7 Richmond, Va. .... 115.1	<b>Canada</b> Ottawa, Ont. .... 111.3 London, Ont. .... 105.1 Toronto, Ont. .... 103.3

The first two columns of the accompanying tables indicate the index of change in retail sales. The third column (the city-national index) relates the annual change in the city's retail sales to that of the U. S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in retail sales 6% greater than that of the rest of the U. S.

★ Cities marked with a star are Preferred-Cities-of-the-Month. They have a level of sales—compared with the same month in 1958—which equals or exceeds the national change.

*Suggested Uses for These Data* include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

### -SM HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for July, 1959)						
No.	City	City	Month Index	Nat'l. Index	Out of Past 24	July 1959
			1959 vs. 1958	1959 vs. 1958		(Million)

UNITED STATES      107.0 100.0 17758.00

Ala.      109.2 102.1 238.11  
★ Birmingham ... 17 108.3 101.2 45.14

### ONLY the RECORD and JOURNAL



Meriden • Wallingford, Conn.

Growing? Look! The Meriden market now includes the Meriden-Wallingford 79,100 ABC City Zone, plus Southington, Cheshire, Berlin and Middlefield. Total: 120,200\* customers you can sell with the Record & Journal coverage! Put a plus in your Connecticut sales here now!

\* Conn. Dept. of Health

### The Meriden RECORD and JOURNAL

Meriden • Connecticut  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

### -SM HIGH SPOT CITIES

#### RETAIL SALES FORECAST (S.M. Forecast for July, 1959)

No.	★ City	City	Month Index	Nat'l. Index	Out of Past 24	July 1959	\$
			1959 vs. 1958	1959 vs. 1958			July 1959

Florence-Sheffield-

Tuscumbia ... 15 104.0 97.2 7.29  
★ Gadsden ... 10 117.2 109.5 6.90  
Mobile ... 4 101.0 94.4 20.97  
★ Montgomery ... 18 119.5 111.7 19.08

Ariz.      116.6 109.0 132.12

★ Phoenix ... 24 114.6 107.1 43.73  
★ Tucson ... 18 119.5 111.7 23.05

Ark.      110.6 103.4 135.34

Fort Smith ... 18 106.5 99.5 8.41  
★ Little Rock-

North Little Rock ... 20 111.5 104.2 24.84

Calif.      110.5 103.3 1771.41

★ Bakersfield ... 12 106.1 101.0 18.38  
★ Berkeley ... 10 109.7 102.5 13.43

Fresno ... 18 99.3 92.8 25.52

Long Beach ... 3 106.1 99.2 48.85

★ Los Angeles ... 24 111.2 103.9 338.24

★ Oakland ... 17 111.5 104.2 59.95

Pasadena ... 7 105.4 98.5 22.71

Riverside ... 15 106.8 99.8 12.59

Sacramento ... 18 103.5 96.7 38.66

San Bernardino 13 102.7 96.0 16.39

★ San Diego ... 24 116.7 109.1 70.50

San Francisco ... 9 104.6 97.8 99.45

★ San Jose ... 23 119.2 111.4 33.03

★ Santa Ana ... 16 138.2 129.2 21.71

Santa Barbara ... 17 105.8 98.9 10.07

★ Santa Rosa ... 11/11 115.3 107.8 7.52

★ Stockton ... 9 111.9 104.6 16.16

★ Ventura ... 17 110.5 103.3 6.25

Colo.      108.8 101.7 198.44

★ Colorado Springs 19 115.1 107.6 16.19

★ Denver ... 24 107.7 100.7 77.80

Pueblo ... 18 104.2 97.4 10.71

Conn.      103.9 97.1 278.57

Bridgeport ... 0 100.2 93.6 19.31

Hartford ... 12 100.7 94.1 29.74

Meriden-

Wallingford ... 2 90.2 99.3 6.15

Middletown ... 12 100.3 93.7 4.25

New Haven ... 4 101.1 94.5 21.72

New London ... 23 105.4 98.5 7.03

Norwich ... 7 101.1 94.5 5.12

★ Stamford ... 5 124.7 116.5 16.10

Waterbury ... 3 105.6 98.7 12.69

Dela.      120.6 112.7 60.79

★ Wilmington ... 15 120.2 112.3 28.45

D. of C.      118.4 110.7 129.54

★ Washington ... 12 118.4 110.7 129.54

Fla.      113.8 106.4 586.68

★ Fort Lauderdale 24 114.9 107.4 20.93

★ Jacksonville ... 20 107.1 100.1 47.63

## MIDDLETOWN Metropolitan Area

**\$7,234**

Income per Household

Ranks 13th among all 292  
Metropolitan Areas

Middletown Metropolitan Area (Middlesex County) offers advertisers \$1,229 MORE Income per Family than the average U.S. market, \$618 MORE Sales per Family.

You always get more in Middletown—through the Press. No combination of outside newspapers comes anywhere equaling its coverage of Metropolitan Middletown.

YOU ALWAYS Get MORE in MIDDLETOWN

### THE MIDDLETOWN PRESS

MIDDLETOWN

The Julius Mathews Special Agency

THIS Is Eastern Connecticut

Only ONE  
Local Daily in  
a market of . . .

157,100 People  
\$349,762,000 Income  
\$207,845,000 Sales

This big Eastern Connecticut sales area with family income \$1,104 above the U.S. average . . . is isolated from outside newspaper influence—is sold only through its own daily. . . . the

### Norwich Bulletin

and Norwich Bulletin-Record (Sundays)

NORWICH, CONN.

Bulletin      Sunday Record  
26,037      22,104

Represented by  
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

# Up Again! New London Retail Sales \$8,922 Per Household

Once again... New London Retail Sales per Household hit another new high: \$8,922 (SM '59 Survey)! This big-spending 66,547 ABC City Zone is ideally isolated for easy, economical selling. There's just one local daily, giving you a full 98% city zone coverage.

## The Day

NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

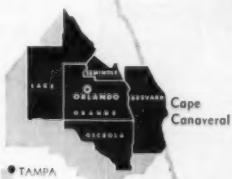
★ Miami .....	24	111.4	104.1	77.71
★ Orlando .....	24	125.7	117.5	28.61
Pensacola .....	12	101.8	95.1	12.89
★ St. Petersburg .....	18	119.1	111.3	30.26
★ Tampa .....	24	116.8	109.2	43.09

Ga.	111.3	104.0	331.69	
★ Albany .....	13	112.5	105.1	6.09

## Gateway to the MOON

**ORLANDO SENTINEL-STAR**  
has over 6 times the  
combined circulation of  
the Tampa, Miami and  
Jacksonville papers in  
the Central Florida 5-  
county market.

Largest Circulation  
in Central Florida



ABC  
CITY  
ZONE  
171,168

5 COUNTY POPULATION  
417,500

# Orlando Sentinel - Star

ASK BRANHAM

JUNE 5, 1959

## -SM HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for July 1959)  
No. Month Index Nat'l. Index  
Out of Past vs. 1959 vs. 1958 \$ (Million)  
24 1958 vs. 1958 July 1959

★ Atlanta .....	23	111.9	104.6	87.30
★ Augusta .....	13	110.0	102.8	14.15
Columbus .....	0	103.4	96.6	12.70
★ Macon .....	13	114.8	107.3	13.99
★ Savannah .....	24	109.2	102.1	17.11

### Hawaii

★ Honolulu .....	24	111.4	104.1	33.00
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### Idaho

Idaho .....	117.2	109.5	78.52
★ Boise .....	21	116.8	109.2

### Ill.

Ill. .....	106.9	99.9	1103.30
★ Bloomington .....	20	107.7	100.7

### Champaign-

Urbana .....	20	108.9	101.8
★ Chicago .....	12	107.0	100.0

Danville .....	0	103.8	97.0
Decatur .....	0	99.3	92.8

East St. Louis .....	6	100.4	93.8
Moline-Rock .....	22	104.9	98.0

Moline .....	22	104.9	98.0
Island-East .....			

Peoria .....	0	106.5	99.5
Rockford .....	1	103.0	96.3

★ Springfield .....	16	107.1	100.1
			18.05

### Ind.

Ind. .....	107.5	100.5	454.04
Evansville .....	4	100.7	94.1

★ Fort Wayne .....	2	106.3	101.2
★ Gary .....	8	109.5	102.3

★ Indianapolis .....	17	106.8	101.7
Lafayette .....	21	105.1	98.2

Muncie .....	9	106.1	99.2
South Bend .....	9	106.3	99.3

Terre Haute .....	0	101.3	94.7
			9.53

JUST LIKE NERO  
AND HIS FIDDLE . . .



people  
REACT  
to the  
voice and vision  
of NBC in  
South Bend - Elkhart  
call Petry today!

**WNND-TV CHANNEL 16**

BERNIE BARTH & TOM HAMILTON

## National Cash Register Picks Jacksonville



S. C. Allyn  
Chairman of the Board  
The National Cash Register Company

National Cash Register has picked Jacksonville for a new business machine supply plant. Jacksonville welcomes this new addition to the rapidly expanding North Florida economy and looks with pride toward National Cash Register's faith in Florida's Gateway City.

**IN JACKSONVILLE, JAXONS HAVE PICKED WFGA-TV, CHANNEL 12**  
NBC and ABC Programming  
Represented nationally by Peters, Griffin, Woodward, Inc.  
(Fifth of a Series)

**WFGA-TV**  
Channel 12  
Jacksonville, Florida  
FLORIDA'S COLORFUL STATION

**-SM HIGH SPOT CITIES**



**TESTING**  
test where it's best...  
**PORTLAND, MAINE**

**1** Rated first for testing among U. S. Cities in 75,000 to 150,000 population group!

**6** Rated sixth for testing among all U. S. Cities due to stable economy.

**2** Rated second for testing among all New England cities regardless of population.

Source: SALES MANAGEMENT

Comstock Foods is the latest in a distinguished line of products to select Portland, Maine as best for the test.

Other products recently tested in Northern New England's No. 1 market are Johnson & Johnson's First Aid Cream, Nestle's Nescreme and Strongheart Dog Food.

Do what others do! Make Portland, Maine your No. 1 test city. Write for details. Then, you'll be sure to select the market that guarantees ideal and economical testing conditions.



**Portland, Maine  
Newspapers**  
PORTLAND PRESS HERALD EVENING EXPRESS  
SUNDAY TELEGRAM

Represented by:  
Julius Mathews Special Agency, Inc.

**RETAIL SALES FORECAST**  
(S.M. Forecast for July, 1959)

No. + Months Out of Past 24	City Index vs. 1958	Nat'l. Index vs. 1958	\$ (Million) July 1959
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<b>Iowa</b>	110.1	102.9	313.25
★ Cedar Rapids .. 11	112.5	105.1	13.80
Davenport .....	12	106.4	99.4
Des Moines .....	18	106.8	99.8
★ Dubuque .....	22	111.3	104.0
★ Sioux City .....	20	115.7	110.9
Waterloo .....	17	105.4	96.5
			9.73

<b>Kan.</b>	104.8	97.9	208.89
★ Hutchinson ... 15	115.0	107.5	6.08
Kansas City .....	10	106.3	99.3
Topeka .....	13	102.4	95.7
Wichita .....	20	102.7	96.0
			33.37

<b>Ky.</b>	103.2	96.4	205.61
Lexington .... 19	101.9	95.2	11.98
Louisville .....	3	102.9	96.2
Paducah .....	11	103.4	96.6
			5.34

<b>La.</b>	106.1	99.2	246.12
★ Baton Rouge .. 22	117.7	110.0	25.98
Lake Charles .. 14	103.4	96.6	8.39
★ Monroe-West			
Monroe .....	13	107.1	100.1
New Orleans ... 5	100.9	94.3	61.66
★ Shreveport ... 15	107.2	100.2	20.36

<b>Maine</b>	103.9	97.1	91.20
★ Bangor ..... 10	108.8	101.7	7.16
Lewiston-Auburn 14	101.1	94.5	7.55
Portland ..... 12	102.1	95.4	12.42

<b>Md.</b>	104.1	97.3	280.85
Baltimore .... 10	103.8	97.0	119.10
Cumberland ... 2	105.0	98.1	6.65
Hagerstown ... 5	101.9	95.2	8.24

<b>Mass.</b>	109.0	101.9	571.43
★ Boston ..... 9	110.3	103.1	128.40
★ Brockton .... 13	116.6	109.0	9.29
★ Fall River .... 6	107.1	100.1	10.43
★ Holyoke .... 21	110.3	103.1	7.82
Lawrence .... 18	104.0	97.2	10.39
Lowell ..... 5	101.7	95.0	9.83
Lynn ..... 13	103.7	96.9	10.52
New Bedford .. 0	102.5	95.8	10.77
★ Pittsfield .... 5	110.2	103.0	7.77
★ Salem ..... 10	133.0	124.3	8.84
Springfield .... 13	103.8	97.0	23.60
Worcester .... 5	105.1	98.2	26.11

<b>Mich.</b>	103.1	96.4	764.62
Battle Creek .. 17	104.3	97.5	8.57
Bay City ..... 8	100.8	94.2	7.74
Detroit ..... 3	100.4	93.8	216.63
★ Flint ..... 6	112.5	105.1	33.69
Grand Rapids .. 0	104.8	97.9	29.27
Jackson ..... 6	105.4	98.5	9.69
★ Kalamazoo ... 6	119.9	112.1	18.63
Lansing ..... 0	101.5	94.9	17.83

To Sell Maine's  
3rd Food Market  
Start with Its  
**"SUPERMARKET"**

40% of all food sales in York County are made by Biddeford-Saco grocers.

You just can't sell the \$34,518,000 York County food market without the Biddeford-Saco Journal . . . reaching 90% of all Biddeford-Saco homes.

**THE BIDDEFORD-SACO  
JOURNAL**

BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

**BATON ROUGE  
HAS MORE  
SALES POWER**

It leads Louisiana in effective buying income—\$6,470 per family\*. Baton Rouge is Louisiana's second largest market, with the richest population in the state. The State-Times and Morning Advocate is the most powerful total selling force in this fastest growing Louisiana market.

\*Sales Management Survey of Buying Power

**STATE-TIMES**

AND

**MORNING ADVOCATE**

Represented by the John Budd Company

-SM HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for July, 1959)

No.	City	City Index	Nat'l. Index	\$ (Million)
Month of Past 24	1958	1959	1958	July 1959

**Mich. (cont'd.)**

Muskegon .....	4	99.7	93.2	8.57
Pontiac .....	8	101.8	95.2	11.79
Port Huron ...	0	101.9	95.2	6.12
Royal Oak-				
Ferndale ...	2	99.6	93.1	14.52
Saginaw .....	0	101.2	94.6	13.18

**Minn.**

	108.9	101.8	355.28
Duluth .....	7	99.7	93.2
★ Minneapolis ...	16	109.0	101.9
★ St. Paul .....	18	110.2	103.0

**Miss.**

	129.0	120.6	155.58
★ Jackson .....	13	131.6	123.0
★ Meridian .....	13	120.8	112.9

**Mo.**

	106.6	99.6	444.06
Joplin .....	6	104.4	97.6
★ Kansas City ...	17	108.7	101.6
★ St. Joseph ...	17	108.3	101.2
St. Louis .....	0	104.0	97.2
★ Springfield ...	18	108.9	101.8

**Mont.**

	110.5	103.3	79.64
★ Billings .....	17	112.2	104.9
Butte .....	0	100.2	93.6
★ Great Falls ...	12	117.6	109.9
Missoula .....	4/8	105.0	98.1

**Neb.**

	109.7	102.5	164.29
★ Lincoln .....	18	108.7	101.6
★ Omaha .....	17	109.5	102.3

**Nev.**

	112.8	105.4	41.33
★ Las Vegas ...	8/13	106.7	101.6
★ Reno .....	24	116.8	109.2

**N. H.**

	108.0	100.9	60.03
Manchester ...	12	105.8	98.9
★ Nashua .....	16	111.3	104.0

**N. J.**

	108.8	101.7	652.26
★ Atlantic City ...	14	107.4	100.4
★ Camden .....	14	112.2	104.9
★ Elizabeth .....	6	107.2	100.2

★ Jersey City-

Hoboken ...	13	110.1	102.9
★ Newark .....	10	108.8	101.7
★ Passaic-Clifton ...	14	110.5	103.3
★ Paterson .....	14	110.5	103.3
Trenton .....	22	101.2	94.6

**N. M.**

	122.1	114.1	95.83
★ Albuquerque ...	24	121.7	113.7

**N. Y.**

	102.7	96.0	1780.72
Albany .....	17	101.1	94.5
Binghamton ...	8	99.7	93.2

*The morning after....*



YOUR SALES MESSAGE  
HITS THE 50,000 TV HOMES  
covered by Montana's #1 Station

**KMSO-channel 13**

THINGS BEGIN TO HAPPEN  
IN WESTERN MONTANA

BECAUSE

KMSO programs the best of all 3 networks . . . plus VIP treatment for ALL commercials.

and that goes for  
**KGVO RADIO TOO**

CBS — ABC — NBC

ask FORJOE or

KMSO-KGVO — MISSOULA, MONT.

Income UP 5.6%  
in the  
**Little Falls Market**

**\$56,961,000 Income  
Influenced by  
ONE Paper Only**

The Little Falls Times alone sells the Little Falls market. No other newspaper has enough circulation here to give you your share of the market's \$33,835,000 retail sales.

The Times covers Little Falls completely—reaches 65 of every 100 homes in the entire market of 32,000 population.

**Little Falls Times**  
LITTLE FALLS, N. Y.

Represented by  
The Julius Mathews Special Agency, Inc.

**GET AN AUDIENCE  
FRIENDLY TO  
YOUR MESSAGE . . .**

People look for advertising in

**The Altoona Mirror**

It's news to most readers . . . they depend upon it as a daily shopping guide. Every evening The Mirror—the people's favorite newspaper—is an invited guest in 98% of all Altoona, Pennsylvania homes.

**Facts Prove That . . .  
NOTHING SELLS LIKE  
ADVERTISING IN THE**

# Altoona Mirror

Altoona, Pennsylvania's Only Newspaper

RICHARD E. BEELER, Adv. Mgr.

Latest flash from earth-



**Only the GLOBE  
TIMES COVERS  
BETHLEHEM, Pa.!**

*Fact:* Last year over 45% of liquor sales in the Allentown-Bethlehem market went to Bethlehem! So if you're looking for liquor business (or any other kind!) do as smart retailers do—use the one paper that goes to all Bethlehem families, the Globe-Times!

**The Bethlehem Globe-Times**

Rolland L. Adams, Publisher

Gallagher-DeLisser, Inc., National Representatives

**-SM HIGH SPOT CITIES**

**RETAIL SALES FORECAST**  
(S.M. Forecast for June, 1959)

No. *	City	City Index	Nat'l. Index	\$
Months Out of Past 24	1959	1958	vs. 1958	June 1959

**N. Y. (cont'd.)**

Buffalo .....	0	100.4	93.8	70.70
Elmira .....	0	101.1	94.5	7.71
★ Hempstead				
Township ...	24	120.2	112.3	128.79
★ Jamestown ...	3	107.6	100.6	6.42
New York ....	18	99.8	93.3	822.34
Niagara Falls ..	8	101.8	95.1	12.08
★ Poughkeepsie ..	3	107.4	100.4	8.87
Rochester ....	19	105.8	96.9	55.34
Rome ....	2	100.7	94.1	4.80
Schenectady ..	3	97.4	91.0	12.97
Syracuse ....	6	105.4	96.5	33.43
Troy ....	13	102.3	95.6	9.59
Utica ....	4	105.6	98.7	12.76

**N. C.**

	113.2	105.8	365.62
★ Asheville .....	12	107.1	100.1
★ Charlotte ....	16	110.9	103.6
★ Durham ....	12	107.0	100.0
★ Greensboro ...	24	124.9	116.7
★ Highpoint ...	19	110.3	103.1
Raleigh ....	14	105.8	98.9
★ Salisbury ....	1	108.7	101.6
Wilmington ...	0	103.8	97.0
★ Winston-Salem ..	8	119.5	111.7

**N. D.**

	108.1	101.0	69.42
★ Fargo .....	24	107.7	100.7

**Ohio**

	104.6	97.8	959.16
Akron .....	11	105.9	99.0
Canton ....	0	104.2	97.4
Cincinnati ...	0	104.3	97.5
Cleveland ....	6	102.9	96.2
Columbus ...	22	103.6	96.8
Dayton ....	0	106.5	99.5
Elyria ....	0	103.8	97.0
Hamilton ....	0	106.3	99.3
Lima ....	0	101.1	94.5
★ Lorain ....	8	112.0	104.7
Mansfield ....	0	105.5	98.6
★ Middletown ...	4	107.6	100.6
Portsmouth ...	0	102.2	95.5
★ Springfield ...	3	111.2	103.9
Steubenville ...	0	101.2	94.6
Toledo ....	0	102.3	95.6
★ Warren ....	2	107.0	100.0
Youngstown ...	5	100.8	94.2
Zanesville ....	0	102.9	96.2

**Okl.**

	103.3	96.5	206.86
Bartlesville ...	7	99.7	93.2
★ Muskogee ....	21	113.4	106.0
Oklahoma City ..	0	103.9	97.1

Tulsa ....	10	100.5	93.9
			32.17

**Ore.**

	112.1	104.8	197.84
★ Eugene .....	8	115.5	107.9
★ Portland ....	10	111.0	103.7
★ Salem ....	23	112.5	105.1

**You Can be SURE . . .  
When You Use  
the Salisbury POST**

Yes . . . you are sure of over  
18,000 responsive circulation.

All metropolitan state  
papers combined have a  
circulation in Salisbury-  
Rowan of but a fraction  
over 3,500.

The POST is the ONLY  
newspaper published in  
the Salisbury-Rowan  
market.

Use the POST.  
It sells . . .  
profitably.

**-SALISBURY EVENING POST**

**-SALISBURY SUNDAY POST**

Published in the Tri-Cities  
Salisbury—Spencer—East Spencer  
Post Office:

**SALISBURY, NORTH CAROLINA**

**-SM HIGH SPOT CITIES**

**RETAIL SALES FORECAST**  
(S.M. Forecast for June, 1959)

No. *	City	City Index	Nat'l. Index	\$
Months Out of Past 24	1959	1958	vs. 1958	June 1959

**Penna.**

	106.8	99.5	1087.52
Altoona ....	16	100.9	94.3
Altoona ....	12	106.5	99.5
Bethlehem ...	8	96.2	91.8

★ Chester ...	20	109.2	102.1
Erie ....	0	101.4	94.8

Harrisburg ...	17	106.7	99.7
Hazleton ....	0	103.3	96.5

Johnstown ...	11	100.8	94.2
Lancaster ....	8	106.5	99.5

★ Norristown ...	24	110.6	103.4
Oil City ....	0	102.3	95.6

★ Philadelphia ...	8	108.7	101.6
Pittsburgh ....	5	106.1	99.2

Reading ....	0	101.0	94.4
Sharon ....	0	105.1	98.2

Scranton ....	6	101.1	94.5
Wilkes-Barre ..	13	102.6	95.9

Williamsport ..	0	105.1	98.2
York ....	10	101.0	94.4

<b>R. I.</b>	113.3	105.9	90.02
★ Newport .....	11	119.8	112.0

Pawtucket-Central Falls 0/11	101.5	94.9	8.89
Providence ....	16	114.8	97.3

★ Woonsocket ...	5	116.3	108.7
			6.48

# -SM HIGH SPOT CITIES

## RETAIL SALES FORECAST

(S.M. Forecast for July, 1959)				
No.	City	City Index	Nat'l. Index	\$ (Million)
Months Out	1959	1959	vs. 1958	July 1959
24	1958	1958		
<b>S. C.</b>	106.5	99.5	152.42	
Charleston	22	106.5	99.5	12.23
Columbia	21	106.5	99.5	15.58
Greenville	12	101.8	95.1	12.10
★ Spartanburg	5	112.5	105.1	7.00
<b>S. D.</b>	118.8	111.0	78.61	
Aberdeen	10	105.9	99.0	4.08
★ Rapid City	16	118.4	110.7	7.73
★ Sioux Falls	17	123.8	115.7	11.18
<b>Tenn.</b>	108.0	100.9	274.91	
★ Chattanooga	11	114.6	107.1	22.98
Knoxville	3	106.6	99.6	21.63
Memphis	7	100.4	93.8	55.01
★ Nashville	22	116.2	108.6	37.64
<b>Texas</b>	107.0	100.0	943.67	
★ Abilene	19	108.3	101.2	8.61
★ Amarillo	24	114.0	106.5	18.88
★ Austin	24	111.0	103.7	19.99
Beaumont	13	100.3	93.7	13.99
Corpus Christi	8	101.3	94.7	20.05
★ Dallas	22	107.7	100.7	101.93
★ El Paso	24	111.5	104.2	27.54

You get a \$1-million raise—in your R. I. "Bonus"! Woonsocket is now a \$67-million retail sales market (SM '59 Survey). One low-cost buy brings your message to 98% of this heavy-buying area. You're only "in" in Woonsocket when you're in Woonsocket's only local daily, the

## WOONSOCKET CALL

COVERS RHODE ISLAND'S PLUS MARKET

Representatives:  
Gilman, Nicoll & Ruthman  
Affiliated:  
WWON, WWON-FM



# -SM HIGH SPOT CITIES

## RETAIL SALES FORECAST

(S.M. Forecast for July, 1959)				
No.	City	City Index	Nat'l. Index	\$ (Million)
Months Out	1959	1959	vs. 1958	July 1959
24	1958	1958		
★ Fort Worth	11	109.1	102.0	53.21
Galveston	5	98.0	91.6	7.26
Houston	1	102.1	95.4	106.50
Laredo	16	101.0	94.4	4.58
★ Lubbock	21	116.7	109.1	18.91
Port Arthur	16	95.9	89.6	8.07
San Angelo	16	106.1	99.2	8.07
★ San Antonio	19	107.7	100.7	55.62
Texarkana	1	102.6	95.9	6.77
Tyler	11	105.4	98.5	7.64
★ Waco	18	108.5	101.4	13.13
★ Wichita Falls	11	112.6	105.2	10.88
<b>Utah</b>	105.6	98.7	78.32	
Ogden	20	104.6	97.8	8.59
Salt Lake City	11	105.3	98.4	33.25
<b>Vt.</b>	107.3	100.3	38.64	
★ Burlington	24	110.3	103.1	5.89
Rutland	13	100.7	94.1	3.00
<b>Va.</b>	111.1	103.8	335.65	
Danville	6	99.5	93.0	5.45
★ Lynchburg	7	109.7	102.5	7.01
★ Newport News	5	114.0	106.5	11.74
Norfolk	4	102.8	96.1	31.10
Portsmouth	15	106.4	99.4	9.54
★ Richmond	24	123.2	115.1	44.22
Roanoke	12	102.9	96.2	12.21
<b>Wash.</b>	108.1	101.0	291.95	
Bellingham	15	101.5	94.9	3.48
★ Everett	15	108.6	101.5	6.78
★ Seattle	17	108.8	101.7	86.69
Spokane	0	103.4	96.6	25.27
★ Tacoma	8	110.4	103.2	23.04
Yakima	15	105.0	98.1	8.91
<b>W. Va.</b>	99.9	93.4	136.52	
Charleston	10	98.3	91.9	15.33
Huntington	10	99.7	93.2	11.65
Wheeling	0	99.4	92.9	8.87
<b>Wisc.</b>	105.3	98.4	401.36	
Beloit-Janesville	4	102.1	95.4	8.97
Green Bay				
Appleton				
Neenah				
Menasha	4/12	99.4	92.9	19.28
★ Kenosha	3	111.7	104.4	7.65
La Crosse	15	106.5	99.5	7.71
Madison	18	104.9	98.0	17.27
Milwaukee	19	106.1	99.2	100.66
Oshkosh	2	105.1	98.2	6.22
Racine	6	102.8	96.1	9.59
Sheboygan	1	104.0	97.2	5.94
Superior	9	98.9	92.4	3.59
<b>Wyo.</b>	109.0	101.9	39.96	
Casper	17	103.3	96.5	6.66
★ Cheyenne	22	115.0	107.5	6.24

## CANADA

107.0 100.0 1368.20

### Alberta

Calgary	7	101.4	94.5	20.94
★ Edmonton	6	107.1	100.1	25.59

### British Columbia

Vancouver	7	105.0	98.1	58.22
Victoria	19	93.5	87.4	10.48

### Manitoba

★ Winnipeg	15	110.4	103.2	33.78
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### New Brunswick

Saint John	10	104.5	97.7	6.42
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### Nova Scotia

★ Halifax	5	108.2	101.1	11.71
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### Ontario

Hamilton	0	106.0	99.1	25.21
★ London	17	112.5	105.1	16.18
★ Ottawa	19	119.1	111.3	27.64
★ Toronto	24	110.5	103.3	143.14
Windsor	0	104.1	97.3	11.94

### Quebec

Montreal	16	103.7	96.9	126.09
Quebec	7	106.0	99.1	18.96

### Saskatchewan

Regina	18	100.2	93.6	12.90
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... a two billion dollar market in which 62.7%\* of all daily newspaper readers read the

**TORONTO DAILY STAR**  
80 King Street West, Toronto

In the United States:  
Ward Griffith & Co., Inc.

\*Grunow Research Survey 1958

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Sales Management

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## "Stick to Facts!"

### Eastman Tells Its Ad Agency



Dennis C. Guthrie, advertising manager of the Plastics Division, Eastman Chemical Products, Inc., subsidiary of Eastman Kodak Co., has a strong conviction that advertising copy can be effective and believable only when it is accurate. He has no patience with the exaggerated claims that sometimes draw the fire of advertising critics, violate good advertising principles.

When Eastman Chemical's advertising program for 1959 was okayed, Guthrie sent the following memorandum to Fred Wittner Advertising, the agency handling the company's account, for all Eastman ads:

For the benefit of all of us who have anything to do with copy, it seems worth-while to review some matters of Eastman policy which affect the approval on advertisements and publicity releases and which therefore need to be taken into consideration in planning or writing copy.

Eastman sales policy necessarily governs the approach taken in the company's advertising and other promotional efforts. Since an advertisement, in particular, is basically a substitute for a salesman's call, it must be guided by the same principles as those under which the salesman operates.

While certainly expected to be as persuasive and informative and helpful as he possibly can, the Eastman plastics salesman may not resort to exaggerations, overstatement, or wide, sweeping claims unsupported by actual fact.

Management applies this same limitation to advertising, publicity and promotional literature.

Even though we must work within the framework of company policy, there is certainly no intention of stifling the ideas, initiative, or ingenuity

of the copywriter. Nor do we feel that the relatively soft approach sometimes dictated by policy necessarily means weakness in copy. The burden is on the copywriter to find strong phraseology, yet not indulge in the careless use of words such as cannot, will not, permanent, and all other words and phrases that connote finality denying the existence of any other possibility.

Besides violating principles with which we assume you are familiar, these words and phrases often sound strained and have a tendency to weaken rather than strengthen copy.

For example, we are not permitted to make an absolute statement such as: "When Tenite Polyethylene Color Concentrates are used, there is no color uncertainty." But we may say: "Use of Tenite Polyethylene Color Concentrates makes possible excellent, uniform color dispersion throughout your molded product."

We submit that, at least in the plastics business, the latter statement would carry more weight. Why? It is specific and reasonable and, therefore, believable. It is also affirmative rather than negative. ♦

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**Chicago—C. E. Lovejoy, Jr., Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, Thomas McDonough, 333 N. Michigan Ave., Chicago 1, Ill., STATE 2-1266; Office Mgr., Vera Lindberg.**

**Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODLAND 2-3612; (space other than publication or broadcasting accounts), M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUNKirk 8-6178; or 681 Market St., San Francisco 5, Cal., EXbrook 2-3365.**

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## THE SCRATCH PAD



BY T. HARRY THOMPSON

June, the bride of summer, triggers a couplet: Because a bride "reigns" in her finest hour, it's nice to prepare her by giving a "shower."

Naked City: New Delhi.

Add similes: As phony as wax fruit.

At grade-crossings throughout Florida, the Atlantic Coast Line warns: "Look out for the cars." And the locomotive pulling them, Buster!

Here is a brand of copywriting I look for but seldom find: "Piling on the gin doesn't make a martini dry. It merely makes it strong. To achieve that frozen-fire delicacy called 'dryness,' you must use a clean-tasting gin such as Fleischmann's. Then your martinis will never have the slightest taste of sweetness or floweriness. They will be manly martinis. They will be clean. Fleischmann's is the driest gin made on this earth. Its flavor is clean, crisp, even a bit austere. Some people actually like to sip Fleischmann's thoughtfully in a brandy-inhaler, the better to savor its smoothness. Be that as it may, you will find that Fleischmann's Gin adds a touch of genius to your martini every time (and, of course, to your gin 'n' tonic)."

What's in a name? Stan Waterman is a professional skin-diver from Princeton, N. J., operating mainly in the Bahamas.

Art Linkletter, who should know better, talks about the "fragrant aroma" of Chase & Sanborn coffee.

Red Skelton says "Fontainebleau" is a French word meaning "You can't take it with you, so leave it with us." I know what he means. You can have the pent-house there for a mere \$175 a day.

DDT is an impartial bug-killer . . . sort of non-insectarian.

Freddy, the free-loader, says he's no panhandler; never worked in a hospital in his life.

How it started: "Look, Mom, no cavities!" came from "Look, Mom,

When we had the Maryland Casualty account at Ayer, the late Harry Prest had to get up an accident-folder in two colors. He figured black-and-blue would be appropriate!

Last of the commercial square-riggers, aptly named the Omega, is in the guano trade out of Lima. A Peruvian barque, you might say.

I got a cackle out of an old copy of "Boners" (Viking Press), which I thumbed through on vacation. Told to give the passive form of "John shot my dog," a schoolboy wrote: "My dog shot John."

No, Genevieve, Kentucky isn't likely to trump Florida by putting "The Moonshine State" on auto-tags.

They say any Summit Talk is apt to be cool, calm, and collective.

### In Defense of "Bigoted Buying"

Time was when most of us in the ranks looked upon stockholders as "princes of privilege." The very name "Wall Street" was slightly smelly among those of us who worked with our hands or were part of the white-collared mob, faceless and often hopeless. We spoke of "bloated bond-holders."

Then, a few of us discovered that corporations, by and large, are no more "soulless" than mom-and-pop stores. Investing part of our savings in these giant concerns no longer seemed wicked. Stockholding was now respectable, even among the hobo-jungle discussion-groups, and those quarterly checks in glass-windowed envelopes began dropping on our desks like manna from heaven.

Here was income which, strictly speaking, we did not have to earn. First, we worked for money, and then money worked for us. We asked the classic question: "How long has this been going on?"

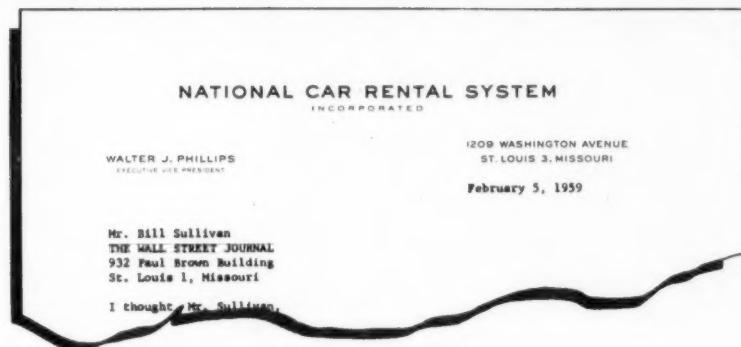
Being smart enough to invest surplus income in stocks and bonds, wouldn't you think we'd be smart enough to patronize those firms when we buy for individual use? Some of us don't. Some of us, let's say, own General Motors stock but buy Chrysler or Ford cars (or vice versa). Some of us own General Electric stock but buy Westinghouse products (or, again, vice versa).

It may be bigoted buying, but I can think of no valid reason for not buying "from ourselves." Our individual purchases dropped into the national pool wouldn't make a ripple. But, if I'm a Swift salesman, I am not going out of my way to promote Armour or Wilson or Hormel or what-have-you. Selfish or not, I'm going to root for the home-team.

The defense rests!

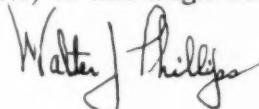
T.H.T.

## Why does this advertiser



## think THE WALL STREET JOURNAL is "THE MOST USEFUL ONE"?

"Within a week after the appearance of one of our advertisements in The Wall Street Journal, we received *a flood of applications* for franchises from cities of all sizes in all parts of the nation. We are still receiving response (three weeks later) to this single ad."



Executive Vice President

Everywhere, executive readers say . . .

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CHICAGO DALLAS  
711 W. Monroe St. 911 Young St.

SAN FRANCISCO  
1540 Market St.

THE WALL STREET JOURNAL.

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ONE  
IS  
THE  
MOST  
USEFUL  
ONE."



**More readers.....more advertising-**  
**THE TRIBUNE GETS 'EM IN CHICAGO!**

The Tribune sells 900,000 copies daily, 1,275,000 on Sundays—over one and a half times the circulation of any other Chicago paper. It is read by more families in Chicago and suburbs than the top 5 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV show! Adver-

tisers spent over \$60,000,000 in the Tribune last year—more than in all the other Chicago newspapers put together. Unmatched, also, is the Tribune's record of advertising results. It out-pulls other Chicago papers 3 to one, 4 to one, even 15 to one—evidence of a selling FORCE which is uniquely the Tribune's in Chicago!

